



## Board of Trustees Meeting Agenda

11:00 a.m. | Friday, January 28<sup>th</sup>, 2022

Hybrid: Hodson Hall 105, Saranac Lake Campus | Zoom

- I. Call to Order
- II. Approval December 17<sup>th</sup>, 2021 Minutes
- III. Liaison Reports
  - College Senate
  - NCCCAP
  - CSEA
- IV. College Reports
  - Board Chair
  - Interim Vice President for Academic Affairs
  - Vice President for Marketing & Enrollment Management
  - Interim Chief Financial Officer
    - December 2021 Financials
  - Interim Associate Vice President of Student Affairs
  - President
- V. Representative Reports
  - NCCC Association
  - NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment\*
- IX. Executive Session
- X. 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.*



*Board of Trustees Meeting Minutes  
December 17th, 2021 | 11:00am  
Hybrid Meeting: HH-105 & Zoom*

**Board Members Present:** Steve Reed, Jerry Griffin, Pete Suttmeier, Mary Irene Lee, Donna Wadsworth, Dan Kelleher, Mark Moeller, Donna Wadsworth\*, Jessica Kemp\*\*

**Others Present:** Joe Keegan, Stacie Hurwitch, Sarah Maroun, Kyle Johnston, Erik Harvey, Kim Irland, Shir Filler, Chris Knight, Lee Susice, Erin Walkow, Scott Harwood, Kim Duffey, Sarah Kilby, Dianna Dudley

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

Minutes

Mary Irene Lee made the motion to accept the November 19<sup>th</sup>, 2021 meeting minutes. Pete Suttmeier seconded the motion. The November 19<sup>th</sup>, 2021 meeting minutes were unanimously approved (6-0-0).

\* Donna Wadsworth joined the meeting at 11:04 a.m.

College Senate

Shir Filler reported:

- Final meeting of fall semester was on December 10<sup>th</sup>.
- Sarah Kilby will be taking over as Senate Chair beginning the start of the Spring 2022 semester.
- Cammy Sheridan was voted in as the Faculty Counsel's alternate delegate.
- Feb 11<sup>th</sup>, 2022 at 1pm is next meeting and will be hosted by Sarah Kilby.

NCCCAP

No report

Board Chair Report

Steve Reed reported:

- Recently the Board's Executive Committee met with members of President's Council on December 10<sup>th</sup>, 2021 for a productive information gathering meeting regarding the draft design of the Budget and Planning Process.

Interim Vice President for Academic Affairs

Sarah Maroun highlighted her report:

- Last day of classes were yesterday. Sarah thanked the faculty, students, and supporting staff for their hard work in ensuring a successful semester.
- Faculty members met to discuss options for a jointly registered program with Herkimer Community College, focusing on cybersecurity. More information is being explored and a proposal will be shared with the college when it becomes available.
- Middle States Accreditation for the College will be reviewed at their March 2022 evaluation meeting.

\*\*Jess Kemp joined the meeting at 11:08 a.m.

Vice President for Marketing and Enrollment Management

Joe Keegan reported in Kyle Johnston's absence:

- Kyle is currently attending the SUNY-sponsored Strategic Enrollment Management Plan (SEM) meeting. SUNY contracted with Community Colleges to participate in this event.
- The enrollment team has welcomed two new counselors. They have been training the past two weeks. They are well-prepared to start work on student caseloads in the coming weeks.
- Scott Harwood presented the enrollment pipeline report and shared the projections, and how they potentially affect the college for the upcoming Spring 2022 term.
- Members of the board spoke of the start of Spring semester, noting the potential numbers as it relates to starting numbers of previous spring semesters.

#### Interim CFO

Erik Harvey highlighted his report:

- November 2021 financial statement showed a monetary variance due to the timing of entries.
- The 2021-22 Forecast continues to show a projected deficit of close to \$1 million total versus budget.
- Spring 22 registrations are still incoming, while the numbers are not favorable, when compared to previous years, they will ultimately provide a good snapshot on full year enrollment and revenue. This data is anticipated in January and will be shared at the February meeting once it has been reviewed.
- Erik shared with the board the proposed 2022-2023 Tuition and Fees schedule. He explained it had been fully reviewed through the shared governance process. He made a specific note that there were numerous votes in favor of freezing the tuition.
  - Considerations of the freeze were shared with the board.
  - HEERF (federal stimulus) funding continues to provide relief for revenue losses through May 2022.
  - Erik explained the revenue for every 1% increase to tuition.
  - NCCC annual FTE decline and tuition increases, since 2010-2011, are consistent with the New York State Community College average.
  - Look at fee structure in future to better map and present the numbers to potential students. Will show for 23-24 budget analysis.
  - Members of the board spoke of the trend of sister community colleges.

*Dan Kelleher moved to the floor to accept the 2022-2023 Tuition and Fee Schedule as it was presented. Pete Suttmeier seconded the motion. There was discussion following the motion. The motion was approved unanimously (8-0-0).*

*Dan Kelleher moved to accept the November 2021 financials as they were presented. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).*

#### Associate Vice President of Student Affairs

Kim Irland shared:

- On December 1<sup>st</sup>, Angela Brice and the Student Government Association piloted a Food Pantry service for the Saranac Lake campus. There is a form that students may use to request items.
- An MOU was recently signed with Behavioral Health Services North STOP Domestic Violence program to provide free counseling services on all three campuses.
  - Members of the board discussed the need for counseling and that these needs are being appropriately met.
- The College signed a contract with Citizen Advocates to provide free counseling services with a focus to the residence hall population. This was funded through the HEERF funding.
- Articulation Agreements to improve the Transfer Services web resources are under review and opportunities are being explored by Bruce Kelly.
- Residence Halls are closing this week in anticipation for the winter break.
- Housing security solution arrangements are in process for students seeking assistance.
- Recently, events took place at the Saranac Lake dorms that the Student Affairs team are investigating.

## President

Joe Keegan reported:

- Thanks were extended to the Board of Trustees for ongoing. He extended happy holidays to all.
- Congratulations were directed to student, faculty, staff for a good semester despite some challenges the college faced due to COVID.
- Shared with the board a proposal on the Budget and Planning Process; identifying the primary goal of the college to arrive at a balanced budget when a \$3m fund balance has been met. This is to include the institutional goal of financial stability within the lines of the college's strategic plan. The framework of the planning process was noted.
  - Erik Harvey shared the overview of the shared proposal and the data related to its design. Scott shared his findings as well and the related assumptions to the data. They both voiced the need for immediate intervention to stop the cycle of decline.
  - Members of the board spoke of findings from the last meeting and how they relate to the new data. They noted the current national discussion on the importance of community colleges and the similarities of declining numbers of enrollment within our own SUNY ranks.
    - Joe highlighted SUNY's actions to assist their community colleges in helping enrollment planning and retention efforts, including the SEM workshop that Kyle Johnston is participating in.
  - Members of the board spoke of the marketing efforts and the potential need to re-evaluate program offerings; noting local businesses are looking for trained professionals in specific trades. Joe shared the data of long-term occupational employment projections for 2018-2028 in the North Country region and the colleges' ability to respond to specific workforce needs.
  - There will be an open forum with focus on the Budget and Planning proposal following this meeting. Erik Harvey will provide an in-depth data analysis at 1pm through Zoom.

Dan Kelleher brought to the floor that the Board of Trustees support the proposal and a recommended to amend the November 2021 resolution on the timeline to have the plan to the Board from the March 2022 meeting to the May 2022 board meeting. Members of the college and Board spoke to the benefit of this extended timeline. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0)

### Board moved to approve the following resolutions:

*Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves the Conflict-of-Interest Policy pertaining to College Employees. Dan Kelleher seconded the motion. It was noted that the College Attorney reviewed and approved the policy. The motion was unanimously approved (8-0-0).*

*Pete Suttmeier made a motion that the North Country Community College Board of Trustees hereby approves granting Emeritus status to Peter Sayles, Assistant Professor. Mary Irene Lee seconded the motion. The motion was unanimously approved (8-0-0)*

*Pete Suttmeier made a motion that the North Country Community College Board of Trustees hereby approves granting Emeritus status to Judy Steinberg, Professor. Mary Irene Lee seconded the motion. The motion was unanimously approved (8-0-0)*

- Joe reported SUNY Chancellor Malatras resigned November 2021. The replacement process is underway.
  - He noted that the SUNY Community College budget advocacy group are continuing to move forward requesting 100% of the floor.
- The college's supporting counties of Essex and Franklin are experiencing a substantial uptick in persons affected with COVID19 virus. In alignment with other colleges there is messaging by NCCC to show encouragement of faculty, staff, and students to get the COVID19 vaccine booster.

## CSEA

Dianna Dudley reported:

- CSEA organization recently loosened the rules on gift giving to its members. Dianna gifted \$100 gift cards to members using union funds.

#### NCCC Association

Rob Rathbun reported:

- The association is anticipating a 25-30% decline in students utilizing housing on the Saranac Lake campus for Spring 2022.
- In anticipation to the change in housing, the Association is exploring how it will address labor, food expenses, and hours of operation to accommodate the potential decline in students.
- Expansion and upgrades of campus security equipment are being explored. The Association will report back on the findings with potential plans to implement these proposed upgrades. Expenses will likely need additional support by both the College and the Foundation.

#### NCCC Foundation

Erin Walkow reported:

- Year-end appeal is currently \$12,000 with a couple weeks left for donations to come through. Last year, year-end appeal total was \$10,000. Majority of these monies are from new donors, which includes a first-time donor gifting of \$5,000.
- Exploring new giving opportunities. One being the Leaf Fund, provided by the town of North Elba.
- Reviewing critical needs for the Foundation organization management. Currently speaking with software companies to explore opportunities available to create a dedicated platform to track donors and gifts.
- Members of the board discussed un-restricted and restricted funds and how they apply to the Foundation.
- The Foundation reached out to nearly 70 students from the Class of 2021 asking them to consider donating to the college to help support future students.

#### Old Business

None

#### New Business

None

#### Public Comment

None

#### Executive Session

Mark Moeller made the motion to enter Executive Session at 12:24 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. Mary Irene Lee seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 12:24 p.m.

Mark Moeller made a motion to adjourn executive session at 1:00 p.m. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0).

#### Adjourn

Mark Moeller made a motion to adjourn the meeting. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:00 p.m.

Respectfully Submitted,



Stacie G. Hurwitch  
Assistant Secretary to the Board of Trustees

12/17/2021

Motion:

Second:

Action:

**Interim VPAA Report to the  
Board of Trustees  
January 28, 2022**

Please find the following report from the Academic Area below.

**Academic Planning, Programs and Policies:**

- **Academic Planning and Programs.**
  - **Spring 2021 Registration:** Classes begin on January 24<sup>th</sup>, and the last day to add or drop classes is Friday, January 28, 2022.
  - **SUNY General Education Requirements:** Revisions to the General Education student learning outcomes remain one of the primary goals for academic departments this spring. Faculty agreed upon a timeline for working through the revisions as well as the review and approval process for curricular changes. The plan is to meet periodically within academic departments, then meet as an entire faculty to share ideas, discuss progress, and identify challenges. Revisions will occur within departments this spring with a deadline to submit changes by the fall of 2022. Review and approvals will take place during the fall of 2022 and spring of 2023.
  - **Learning Management System (LMS) Change:** Faculty completed a survey during the winter break. We collected 28 responses from both full-time and adjunct faculty. Twenty-one people voted to move to Brightspace D2L along with SUNY's initiative. Most responders indicated a preference to join Cohort 3 for the transition. This means that we will fully transition to Blackboard by the summer term of 2023. This gives the College about a year and a half to complete the move.
  - **MSCHE Self-Study:** We anticipate a review of the Self-Study documents at the January meeting of the Middle States Commission with reaccreditation anticipated in March of 2022.
  - **Science and Nursing Lab Upgrades:** Work continues to refine plans for both projects. Funding is still in the approval process.
  - **EMT Course Sponsorship:** In early January, the College resubmitted a request to the NYS Department of Health regarding an application for Emergency Medical Technician course sponsorship for Franklin and Essex counties. Course sponsorship approval will allow the College to offer EMT and Advanced EMT courses to help support the need for EMS workers across the region. Course sponsorship will also allow us to resubmit the Advanced EMT Certificate to SUNY and NYS Education Department.

**Grants and Experiments:**

Here is a brief update on our grants:

- **Second Chance PELL:** The spring semester will begin remotely at all the Second Chancel PELL facilities. Given the high virus rates, programs were put on pause until rates begin to drop again.
- **Northern Borders Regional Commission Grant:** (Wastewater Operator Course) The application for the NYS Department of Environmental Conservation is almost complete. This is the last step of the process before scheduling the non-credit Wastewater Operator trainings.
- **PTECH:** The senior cohort will join us at the Malone Campus on Fridays for the BIO 109: Human Biology lab. Juniors will remain at Northern Borders Academy for all their College courses.
- **Nursing Expansion Request for Funding:** SUNY extended an application for

- funding to expand nursing programs across the state. The funding is for up to \$250,000 per campus. North Country submitted a request on January 18<sup>th</sup>. The proposal includes a 32-student expansion of the Registered Nursing program. The program design includes remote lecture to add flexibility to those individuals already working as licensed practical nurses with weekend and evening clinical rotations. This would be offered across all three campuses given the remote nature of lectures and the ability to place students in clinical rotations across the North Country. Decisions will be made by early March.
- **Good Jobs Grant Application:** Working in conjunction with Bionique, Trudeau, and ANCA (Adirondack North Country Association), the College is applying for a federal grant to enhance workforce pipelines and non-credit training within the biotechnology field. While the initial focus of the training will be specific to biotechnology, the longer-term vision of the grant is to expand into other industries as needed in the region. The grant submission date is February 10, 2022.

Respectfully submitted,

Sarah Maroun  
Interim Vice President for Academic Affairs



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## Vice President of Marketing and Enrollment

### Report to the Board of Trustees

Created January 24, 2022

#### Enrollment and Financial Aid Team Updates:

- **Major project updates:**
  - **SLATE CRM (Customer Relationship Management):** This past month our new Enrollment Counselors were trained in on the use of Slate for our outreach activities. They really hit the ground running as we were able to complete many outreach projects including: no FAFSA submitted, financial aid incomplete, unsubmitted application, incomplete application, accepted not confirmed, confirmed not registered. All of these types of projects were aimed at moving students through college processes and on to registration. This week we will be working as a larger team to reach out to all students as part of the Spring Semester Check-In Project. Once complete, we will shift our attention towards the incoming students for Summer and Fall where we will continue to do all of the above.
  - **OMNI CMS (Content Management System):** Web projects are paused leading into new semesters. We worked with many departments to make changes on-the-fly as preparation for the semester.
  - **North Country Navigator:** President Keegan has been convening a small group of staff members to identify the needs and gaps in the overall college onboarding process(es). The NC Navigator process is the blueprint for onboarding, and we are now looking at ways to expand out. We've recently incorporated it into more of our communications to students. I recently promoted a webinar called "Leveraging Video to Increase Yield" and I hope that there is a good showing for this session.
- **The Enrollment Team** is at full-strength and they are now tackling the outreach projects that we've been envisioning over the past year. They have been dividing up daily projects reaching out to students through phone, text and email. We are moving towards much more intrusive work with the students in our pipeline. We also were able to put together a very short notice "Instant Admit" event at Akwesasne this past week. We were able to bring in enough students for the two classes to run onsite which should help us to springboard into a more robust schedule next summer and/or fall semesters. Our process for "Instant Admit" events is very solid and we will push that opportunity more and more as schools and other entities begin to open their doors back up to us.
- **The Financial Aid Team** has begun to utilize our new outreach specialists dialing up call projects to work with students that have not yet secured their financial aid. Mary Ellen helped to set up numerous projects these past weeks aimed at students that had not yet started the financial aid process and others' that had started but still had outstanding needed items. Our aim is to quickly turn our attention towards Fall semester and to start awarding by the end of February.

#### Marketing and Web Team Updates:

- The Final Marketing & Enrollment Report for the past year was presented to the college this past week. There were a number of good questions and comments received. Hopefully it was received as a good snapshot of where we've been and also where we're heading.
- Our "Transfer Programs" and "Scholarship Opportunities" advertising campaigns recently concluded so we will be able to unpack the stats from those projects in February. Our "LastChance2Enroll" campaign concludes Jan. 26<sup>th</sup> so we will also be able to see how we fared for spring.
- We're finalizing the plan and ads for "Winter Carnival" which will all launch by the end of this week.



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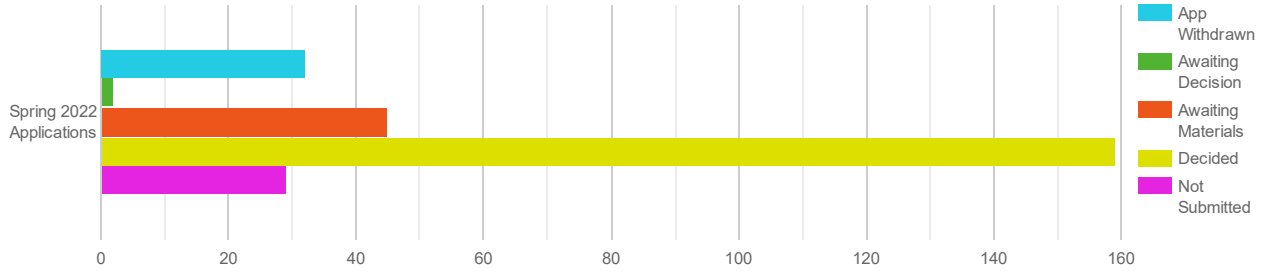
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# Spring 2022

Generated on 01/24/2022 at 10:07:03 AM ET

Metric	2022 Applications	Spring 2022 Applications
Spring 2022 Applications	845	267

## SP22 App Status

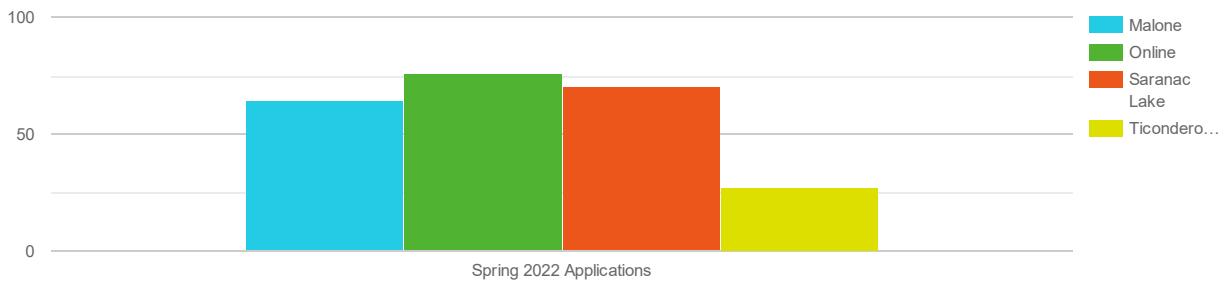


## SP22 Decided

Spring 2022 Applications

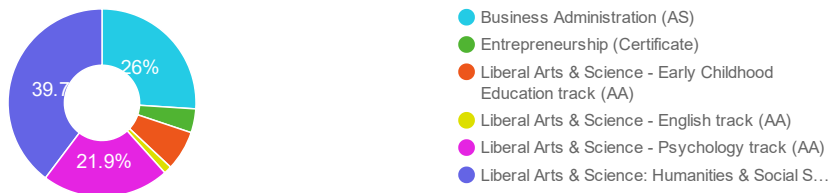


## Spring 2022 Applications by Campus



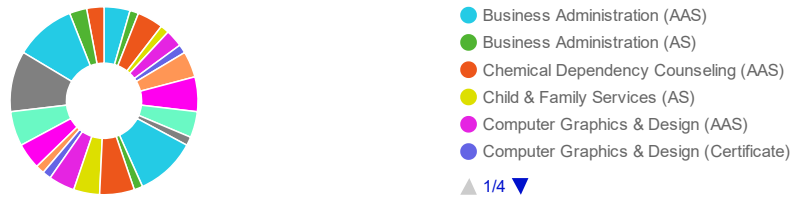
## SP22 Apps: Online by Program

Spring 2022 Applications



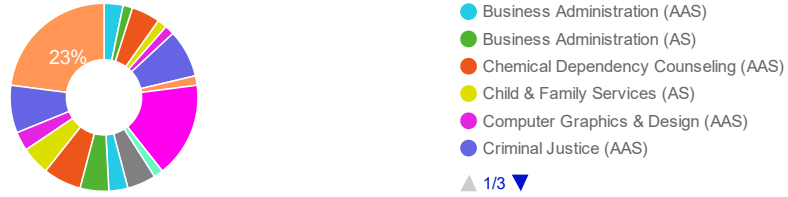
## SP22 Apps: SL by Program

Spring 2022 Applications



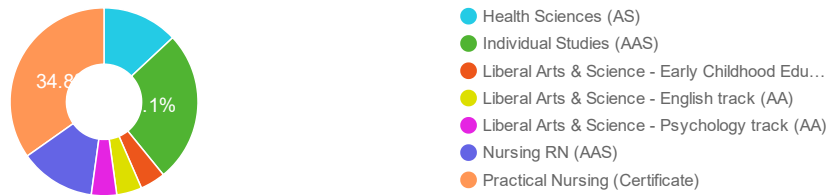
SP22 Apps: ML by Program

Spring 2022 Applications

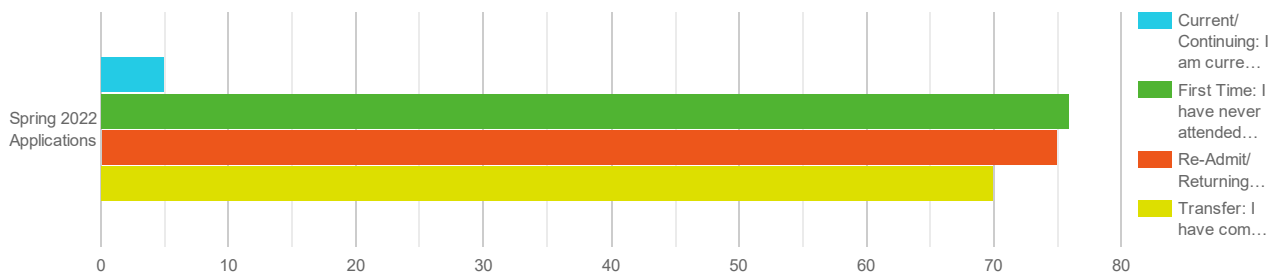


SP22 Apps: TI by Program

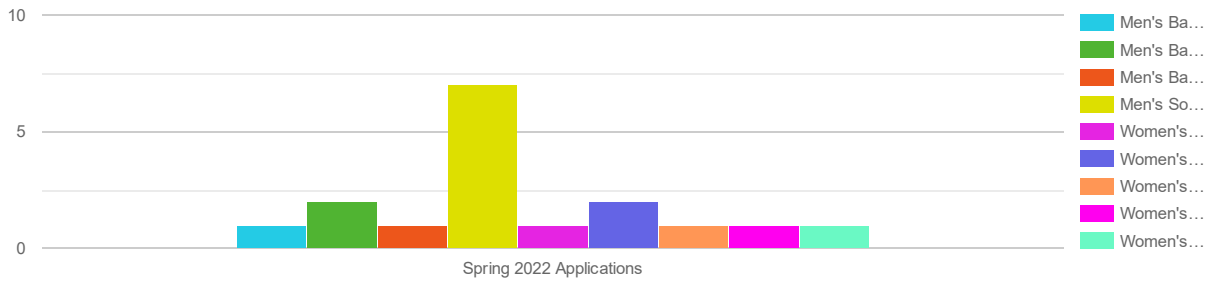
Spring 2022 Applications



SP22 Apps by Type



SP22 Apps: Athletics



**North Country Community College  
Interim CFO's Report to the Board of Trustees  
January 28, 2022**

Greetings,

As always, I hope this report finds you well. I am asking the board for approval of the financial statements for the month ending December 31, 2021. I'll also take you on a trip through time and update you on a few things.

**2020-21 Year End Close Prelim**

- Enrollment
  - Total FTE of 976 was 74 or 8% less than budget.
  - In/Out of state FTE of 609 was 26 or 4% less than budget.
  - Concurrent Enrollment FTE of 234 was 16 or 7% less than budget.
  - 2<sup>nd</sup> Chance Pell FTE of 133 is 32 or 24% less than budget.
- Revenue Prelim
  - \$552K unbudgeted increase for HEERF federal stimulus revenue loss claims
  - \$191K or 5% cut in New York State aids – aid was restored in 21-22
  - \$110K tuition and fee revenue worse vs budget due to enrollment declines.
  - \$83K increase in chargeback revenue vs. budget – SUNY Chancellor increased chargeback rates in 20-21 to help offset NYS aid cuts.
  - Bad Debt is preliminary at \$220K. Student debt has increased by \$250K during the pandemic. Methodology to increase reserve is still under audit review.
- Expense Prelim
  - \$660K Salaries and Benefits better the budget
    - Open positions not always filled
    - Casual labor pools cut back due to fewer class sections and distance learning
    - Health Insurance provisions for anticipated increases were not needed
  - \$220K Distance learning related expenses better than budget
    - \$56K Travel
    - \$55K Utilities
    - \$38K Instructional Supplies
    - \$35K Maintenance
    - \$35K Office Supplies
  - \$85K 2<sup>nd</sup> Chance Pell savings vs. budget for labor and supplies due to reduced enrollment
  - \$55K Student Recruiting and Advertising
- Prelim full year surplus was \$1.3 million.
- The fund balance on August 31, 2021, was \$5.6 million or 41% of 20-21 net operating cost after considering the \$1.3 million surplus.

## **Financial Statements December 2021** *(for review and approval)*

- The variance of \$700K in “Due From Other Funds” is simply due to timing of entries performed between the restricted and unrestricted funds as well as “Projects In Process” expenditures that get reclassified to the plant fund.
- The variance of \$300K in “Due From Governments” is timing as well and will be cleaned up in January.
- In general cash is better vs. prior year because the college transferred the funds for housing, meals, and books to the Association later this year.

## **2021-22 Forecast**

- Included is an updated financial forecast for the year ending August 31, 2022, as of January.
- Enrollment declines related to the pandemic are still being realized. Spring 2022 is the worst semester yet for North Country during the pandemic.
- Enrollment full year projection
  - Projected total FTE of 850 is 154 or 15% less than budget.
  - Projected In/Out of state FTE of 547 is 57 or 9% less than budget.
  - Projected Concurrent Enrollment FTE of 213 is 37 or 15% less than budget.
  - Projected 2<sup>nd</sup> Chance Pell FTE of 90 is 60 or 40% less than budget.
- Revenue full year projection
  - \$1.4 million projected gain in revenue for HEERF federal stimulus revenue loss claims
  - \$1 million loss of tuition and fee related revenue vs budget due to enrollment declines.
  - \$84K chargebacks are projected to be better than budget
- Expense full year projection
  - \$78K 2<sup>nd</sup> Chance Pell expenses have been reduced for travel and supplies
  - The college is seeing savings in travel vs. budget mostly offset by rising utility costs.
  - The labor forecast will need to be scrubbed for the February/March forecast.
- Full year surplus is projected to be \$262K. The deficit would be \$1.15 million if not for the lost revenue claims being reimbursed by HEERF federal stimulus funds.
- The fund balance is expected to finish August 31, 2022, at \$5.9 million or 40% of 21-22 net operating cost after considering the \$262K projected surplus in 21-22.

## **2022-23 Budget**

- Almost all budget coordinators have submitted their budget proposal for 2022-23.
- Labor and benefit projections are being developed now.
- Preliminary enrollment for 2022-23 is 900 FTE
  - Assumes 5% in state decline entering FA22
  - Out of State increases by 6 FTE to 45 total FTE, the same as 17-18 and 18-19 levels
  - Normal pre-pandemic persistence into the spring semester
  - Slight recovery of Concurrent Enrollment (Bridge) and 2<sup>nd</sup> Chance Pell programs
- Next Steps
  - *January*: VPs meet with department chairs and managers to develop and review area fiscal year goals, actions steps, resources needed.
  - *February*: Open forum presentation covering budget/financial highlights, a review of the budget gap, strategic priorities, and challenges.



- *March*: Shared governance discussion on closing budget gap in baseline budget, finding dollars to apply to strategic initiatives, reallocation of budget dollars within department budgets, and discussion of what to do if State expectations are not met.
- *April*: Complete compilation of budget documentation to be viewed and disseminated to Counties, and college community. Balanced budget presented to Board of Trustees.
- *May*: Board of Trustees approves budget. Submit budget packet to Counties.

### **5-Year Financial Plan**

- Updated with 20-21 actual, lost revenue claims, and latest enrollment projections
- Assumption changes:
  - NYS aid floor set at 100% matching NYS Governor proposal, was 98%
  - Salary increases are assumed to be 3.2%, was set at 2.5% which was not realistic
  - Contractual increases are assumed to be 1% for rising technology costs, was set at .5%
  - Fund Balance is propped up in 2020-22 by \$2 million in lost revenue claims. It is exhausted in 2025-26 per these projections.

### **2020-21 Financial Audit Updates**

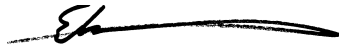
- External auditors from Boulrice and Wood CPAs out of Plattsburgh, NY had their site visit last week and it went well.
- There were no audit findings
- The audit work was efficient thanks to not only the organization of Brian Pelkey, NCCC Comptroller, but also the entire NCCC audit team for having the books in such good shape, and required reconciliations, source documents, and analysis completed and organized electronically.
- Most of the audit records were stored and shared electronically this year. In year's past it was primarily all paper.

### **HEERF (CARES/CRRSAA/ARP) Updates**

- North Country has been awarded the following in federal stimulus funding to date.
  - \$3 million to be used for students.
    - \$556K CARES – all disbursed to students as of 12/31/20.
    - \$556K CRRSAA – all disbursed to students as of 4/30/21.
    - \$1.9 million ARP - \$920K disbursed | \$1 million to be disbursed in spring.
  - \$4.1 million to be used by the institution.
    - \$556K CARES – awarded 9/30/20.
    - \$1.7 million CRRSAA – awarded 1/17/21.
    - \$1.9 million ARP – awarded 5/19/21
- High-level Institutional projected claims/spend
  - \$2.25 million - Lost Revenue claims
  - \$850K - Investment in Supporting Distance Learning
  - \$700K - Campus Safety and Operations (HVAC, Covid-19 testing, cleaning)
  - \$235K - Further Student Financial Assistance
  - \$100K - Student Health and Access
- HVAC review and design work is commencing.
- External Audit approved the revenue loss calculations using the 3-year average method.

- The college immediately was able to then claim and drawdown \$550K in HEERF federal stimulus funds.
- Once the spring enrollment is certified and submitted, North Country can claim and draw down another \$1.5 million +/- \$50K.
- The college is developing a plan to pay down student debt using Institutional HEERF funds. This would help the students who would otherwise have bad credit and not be able to come back to school. It would also benefit the college as most of the debt has a high likelihood of being uncollectable. Careful consideration needs to be given to the eligibility criteria and the plan needs to be reviewed by SUNY before disbursing any funds.

Kind regards,



Erik Harvey  
Interim CFO

# North Country Community College

## August Preliminary

For the year ending August 31, 2021

FTE	Budget	Actual	More (Less) vs. Budget	
In-State	575	577	2	0%
Out of State	60	31	(29)	-92%
<b>In/Out of State FTE</b>	<b>635</b>	<b>609</b>	<b>(26)</b>	<b>-4%</b>
Concurrent Enrollment	250	234	(16)	-7%
<b>Core Operating FTE</b>	<b>885</b>	<b>843</b>	<b>(42)</b>	<b>-5%</b>
Pell Prison Program	165	133	(32)	-24%
<b>Total FTE</b>	<b>1,050</b>	<b>976</b>	<b>(74)</b>	<b>-8%</b>

Unrestricted Fund <i>(in thousands)</i>	Budget	Actual	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 5,107	\$ 5,425	\$ 318	6%
Fees	1,210	1,175	(34)	-3%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	696	779	83	12%
State Aid	4,051	3,859	(191)	-5%
HEERF Revenue Loss Claims	-	552	552	NA
Contributions & Other Income	1,154	1,216	62	5%
Reserve for Bad Debt	(239)	(220)	19	-8%
<b>Total Revenues</b>	<b>14,357</b>	<b>15,165</b>	<b>808</b>	<b>6%</b>
<b>Expenditures</b>				
Salaries	7,134	6,652	(483)	-7%
Payroll Taxes	514	454	(60)	-12%
Medical	2,025	1,866	(159)	-8%
Retirement	600	647	47	8%
Other	191	185	(6)	-3%
Equipment	34	33	(1)	-4%
Facility Leases	1,448	1,554	106	7%
Utilities	302	247	(55)	-18%
Maintenance	167	132	(35)	-21%
Office & General Supplies	70	34	(35)	-51%
Advertising	206	169	(37)	-18%
Professional Services	118	100	(18)	-15%
Information Technology	291	349	58	20%
Library & Instructional Supplies	188	149	(38)	-20%
Scholarships	485	385	(100)	-21%
Scholarships - Concurrent Enrollment	-	392	392	NA
Travel	64	7	(56)	-89%
Property & Liability Ins.	145	143	(2)	-1%
Miscellaneous	406	271	(135)	-33%
<b>Total Expenditures</b>	<b>14,388</b>	<b>13,770</b>	<b>(618)</b>	<b>-4%</b>
<b>Operating Surplus (Deficit):</b>	<b>\$ (31)</b>	<b>\$ 1,395</b>	<b>\$ 1,426</b>	<b>4645%</b>
Non-Operating	-	(78)	(78)	NA
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (31)</b>	<b>\$ 1,318</b>	<b>\$ 1,348</b>	<b>-4391%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of December 31, 2021**

SUBMITTED TO THE BOARD OF TRUSTEES

January 28, 2022

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet DECEMBER 31, 2021			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 3,734,559	\$ 3,124,612	\$ 609,946
Accounts Receivable-Students	866,052	753,613	112,440
Due From NCCC Association	526,394	358,710	167,684
Due From NCCC Foundation (Contributions)	657,105	1,047,045	(389,940)
Due From Other Funds	415,397	(287,564)	702,961
Due From Governments (State & Fed Fin Aid)	575,058	892,744	(317,686)
Prepaid Expenses	136,070	26,779	109,291
<b>Total Assets</b>	<b>\$ 6,910,636</b>	<b>\$ 5,915,940</b>	<b>\$ 994,696</b>
<b>Liabilities</b>			
Accounts Payable	\$ (3,145)	\$ 78,755	\$ (81,900)
Payroll & Benefits Liabilities	(145,133)	(116,139)	(28,994)
Due to NCCC Association (Room, Meals, Books)	564,002	-	564,002
Due to NCCC Foundation (Rent)	90,769	443,643	(352,875)
Due to Other Funds	80	40	40
Due to Retirement	3,239	34,744	(31,505)
Compensated Absences	269,208	289,672	(20,464)
Other Liabilities	389,642	255,957	133,685
<b>Total Liabilities</b>	<b>\$ 1,168,663</b>	<b>\$ 986,673</b>	<b>\$ 181,990</b>
<b>Month End Equity</b>	<b>\$ 5,741,973</b>	<b>\$ 4,929,267</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 6,910,636</b>	<b>\$ 5,915,940</b>	
<b>Fund Balance Summary</b>			
Prelim Fund Balance as of 09/01/21	\$ 5,601,094		
Estimated 21-22 Surplus (Deficit)	\$ 262,273		
Projected Fund Balance as of 09/01/22 <sup>1</sup>	\$ 5,863,368		
Projected Fund Balance as a % of NOC	40%		
<sup>1</sup> 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 \$18,468,010.			

North Country Community College Revenues & Expenditures DECEMBER 31, 2021				
	Annual <u>Budget</u>	YTD <u>Actual</u>	19-20 Actual <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 5,724,264	\$ 2,669,884	\$ (3,054,380)	47%
Sponsors' Contribution	2,380,000	380,000	(2,000,000)	16%
Chargebacks	640,510	339,247	(301,263)	53%
Out-of-State Tuition	396,000	177,540	(218,460)	45%
State Aid	4,075,965	1,136,492	(2,939,473)	28%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,172,840	295,200	(877,641)	25%
<b>Total Revenues</b>	<b>\$ 14,389,578</b>	<b>\$ 4,998,363</b>	<b>\$ (9,391,216)</b>	<b>35%</b>
<b>Expenditures</b>				
Salaries	\$ 7,190,717	\$ 2,486,925	\$ 4,703,792	35%
Payroll Taxes	550,090	177,848	372,242	32%
Medical	2,011,394	606,275	1,405,119	30%
Retirement	696,646	232,348	464,298	33%
Other	116,180	59,018	57,162	51%
Equipment	15,000	29,895	(14,895)	199%
Facility Leases	1,557,992	527,880	1,030,112	34%
Utilities	301,500	111,265	190,235	37%
Maintenance	165,300	54,585	110,715	33%
Office & General Supplies	52,220	11,285	40,935	22%
Advertising	184,300	37,379	146,921	20%
Professional Services	112,500	22,923	89,577	20%
Information Technology	295,300	170,540	124,760	58%
Library & Instructional Supplies	354,060	53,885	300,175	15%
Scholarships	689,105	411,836	277,269	60%
Travel	75,000	5,343	69,657	7%
Property & Liability Ins.	146,000	74,150	71,850	51%
Miscellaneous	172,615	77,591	95,024	45%
<b>Total Expenditures</b>	<b>\$ 14,685,919</b>	<b>\$ 5,150,972</b>	<b>\$ 9,534,947</b>	<b>35%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (296,341)</b>	<b>\$ (152,610)</b>	<b>\$ 143,731</b>	<b>-49%</b>
Non-Operating Activity	-	73,423	73,423	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (296,341)</b>	<b>\$ (79,186)</b>	<b>\$ 217,155</b>	<b>-73%</b>

# North Country Community College

## January Forecast

*For the year ending August 31, 2022*

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	554	508	(46)	-8%
Out of State	50	39	(11)	-22%
<b>In/Out of State FTE</b>	<b>604</b>	<b>547</b>	<b>(57)</b>	<b>-9%</b>
Concurrent Enrollment	250	213	(37)	-15%
<b>Core Operating FTE</b>	<b>854</b>	<b>760</b>	<b>(94)</b>	<b>-11%</b>
Pell Prison Program	150	90	(60)	-40%
<b>Total FTE</b>	<b>1,004</b>	<b>850</b>	<b>(154)</b>	<b>-15%</b>

Unrestricted Fund <i>(in thousands)</i>	Budget	Forecast	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 5,156	\$ 4,292	\$ (864)	-17%
Fees	1,141	989	(152)	-13%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	641	725	84	13%
State Aid	4,076	4,076	-	0%
HEERF Revenue Loss Claims	-	1,409	1,409	NA
Contributions & Other Income	1,173	1,123	(50)	-4%
Reserve for Bad Debt	(177)	(150)	27	-15%
<b>Total Revenues</b>	<b>14,390</b>	<b>14,845</b>	<b>455</b>	<b>3%</b>
<b>Expenditures</b>				
Salaries	7,191	7,191	-	0%
Payroll Taxes	519	519	0	0%
Medical	1,981	1,981	-	0%
Retirement	674	674	-	0%
Other	200	203	3	2%
Equipment	15	15	-	0%
Facility Leases	1,558	1,558	-	0%
Utilities	302	326	24	8%
Maintenance	165	165	-	0%
Office & General Supplies	52	52	-	0%
Advertising	184	184	-	0%
Professional Services	113	113	-	0%
Information Technology	295	295	-	0%
Library & Instructional Supplies	194	194	-	0%
Scholarships	689	666	(23)	-3%
Travel	55	25	(30)	-55%
Property & Liability Ins.	146	146	0	0%
Miscellaneous	353	275	(78)	-22%
<b>Total Expenditures</b>	<b>14,686</b>	<b>14,583</b>	<b>(103)</b>	<b>-1%</b>
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (296)</b>	<b>\$ 262</b>	<b>\$ 559</b>	<b>189%</b>
Non-Operating	-	-	-	NA
<b>Total Fund Surplus (Deficit):</b>	<b>\$ (296)</b>	<b>\$ 262</b>	<b>\$ 559</b>	<b>-189%</b>

## North Country Community College

### Five Year Plan

In thousands	Actual		Prelim		Projected		
	19-20	20-21	21-22	22-23	23-24	24-25	25-26
<b>FTE Students</b>							
In-State	599	577	508	509	500	503	499
Out-of-State	73	31	39	45	45	50	55
<b>Subtotal In/Out-of-State</b>	<b>672</b>	<b>609</b>	<b>547</b>	<b>554</b>	<b>545</b>	<b>553</b>	<b>554</b>
Bridge	256	234	213	232	250	250	250
<b>Subtotal Core Operating</b>	<b>928</b>	<b>843</b>	<b>760</b>	<b>785</b>	<b>795</b>	<b>803</b>	<b>804</b>
Pell Program	146	133	90	115	150	150	150
<b>Grand Total</b>	<b>1,074</b>	<b>976</b>	<b>850</b>	<b>900</b>	<b>945</b>	<b>953</b>	<b>954</b>
<b>Revenue</b>							
Tuition	\$ 5,200	\$ 5,205	\$ 4,132	\$ 4,445	\$ 4,687	\$ 4,746	\$ 4,761
Fees	1,337	1,175	999	1,052	1,038	1,052	1,053
State Aid	4,138	3,859	4,076	4,090	4,105	4,120	4,136
County Aid	2,380	2,380	2,380	2,380	2,380	2,380	2,380
Chargebacks	639	779	725	725	725	725	725
HEERF Revenue Loss Claims	-	552	1,409	-	-	-	-
Contributions	956	1,055	1,048	1,048	1,048	1,048	1,048
Interest & Earnings	40	10	10	10	10	10	10
Other	94	151	65	75	65	65	65
<b>Total Revenue</b>	<b>14,784</b>	<b>15,165</b>	<b>14,845</b>	<b>13,826</b>	<b>14,059</b>	<b>14,146</b>	<b>14,177</b>
<b>Expense</b>							
Salaries	7,532	6,652	7,191	7,408	7,632	7,863	8,101
Benefits	3,365	3,152	3,377	3,623	3,855	4,119	4,401
Contractual	4,019	3,966	4,015	4,070	4,169	4,209	4,249
<b>Total Expense</b>	<b>14,916</b>	<b>13,770</b>	<b>14,583</b>	<b>15,101</b>	<b>15,655</b>	<b>16,190</b>	<b>16,752</b>
<b>Operating Surplus (Deficit)</b>	<b>(133)</b>	<b>1,395</b>	<b>262</b>	<b>(1,275)</b>	<b>(1,597)</b>	<b>(2,045)</b>	<b>(2,574)</b>
Non-Operating	(204)	(78)	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ (336)</b>	<b>\$ 1,318</b>	<b>\$ 262</b>	<b>\$ (1,275)</b>	<b>\$ (1,597)</b>	<b>\$ (2,045)</b>	<b>\$ (2,574)</b>
In-State FTE's Needed to Breakeven	35	(137)	(27)	133	166	213	268
<b>Fund Balance Beginning 9/1</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 5,863</b>	<b>\$ 4,589</b>	<b>\$ 2,992</b>	<b>\$ 947</b>
Changes to Net Position	(336)	1,318	262	(1,275)	(1,597)	(2,045)	(2,574)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 5,863</b>	<b>\$ 4,589</b>	<b>\$ 2,992</b>	<b>\$ 947</b>	<b>\$ (1,627)</b>
<b>Fund Balance NOC %</b>	<b>28.7%</b>	<b>40.7%</b>	<b>40.2%</b>	<b>30.4%</b>	<b>19.1%</b>	<b>5.8%</b>	<b>-9.7%</b>

#### Assumptions:

FTE's	In State declines by 5% in 22-23 vs. 21-22. Out-of-State gets back up to average pre-pandemic levels in 25-26. Concurrent enrollment (bridge students) and the Pell prison program bounce back to normal pre-pandemic levels 23-26.
Tuition	0% Increase year over year after 20-21. (Every 1% increase = \$30K revenue)
Fees	Assumed same rates as 20-21, proportionate to FTEs.
County Aid	Assumed to remain flat.
State Aid	Base aid rate includes the greater benefit of \$50/FTE in annual increments or the proposed 100% floor rule 2021-25. NYS base aid 98% floor was restored in 21-22. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation
Salaries	3.2% increase per year.
Benefits	7% increase per year.
Contractual	1% increase per year.
Prison Program	Assumed to continue - favorable legislation has been passed ensuring Pell extension by 7/21/23. NYS Governor proposing TAP for incarcerated students.
Donations	\$100K from NCCC Foundation in each years 20-21 and 21-22, not included above, placed in restricted funds to help drive non traditional student enrollment.



**North Country Community College**  
**Five Year Plan**

In thousands	Actual					Prelim 20-21	Projected				
	15-16	16-17	17-18	18-19	19-20		21-22	22-23	23-24	24-25	25-26
<b>FTE Students</b>											
In-State	773	694	711	655	599	577	508	509	500	503	499
Out-of-State	57	52	46	44	73	31	39	45	45	50	55
<b>Subtotal In/Out-of-State</b>	<b>830</b>	<b>746</b>	<b>757</b>	<b>699</b>	<b>672</b>	<b>609</b>	<b>547</b>	<b>554</b>	<b>545</b>	<b>553</b>	<b>554</b>
Bridge	214	248	257	255	256	234	213	232	250	250	250
<b>Subtotal Core Operating</b>	<b>1,044</b>	<b>994</b>	<b>1,014</b>	<b>954</b>	<b>928</b>	<b>843</b>	<b>760</b>	<b>785</b>	<b>795</b>	<b>803</b>	<b>804</b>
Pell Program	-	96	173	151	146	133	90	115	150	150	150
<b>Total</b>	<b>1,044</b>	<b>1,090</b>	<b>1,187</b>	<b>1,105</b>	<b>1,074</b>	<b>976</b>	<b>850</b>	<b>900</b>	<b>945</b>	<b>953</b>	<b>954</b>
<b>Unrestricted Fund</b>											
<b>Revenue</b>											
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,132	\$ 5,498	\$ 5,726	\$ 5,797	\$ 5,814
State Aids	3,877	3,728	3,897	4,245	4,138	3,859	4,076	4,090	4,105	4,120	4,136
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,105	3,105	3,105	3,105	3,105
Federal Aids	-	-	-	-	-	552	1,409	-	-	-	-
Contributions Other Income	983	1,067	1,076	1,153	1,090	1,216	1,123	1,133	1,123	1,123	1,123
<b>Total Revenues</b>	<b>13,367</b>	<b>14,043</b>	<b>14,536</b>	<b>14,500</b>	<b>14,784</b>	<b>15,165</b>	<b>14,845</b>	<b>13,826</b>	<b>14,059</b>	<b>14,146</b>	<b>14,177</b>
<b>Expense</b>											
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	7,191	7,408	7,632	7,863	8,101
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,377	3,623	3,855	4,119	4,401
Contractual	3,632	4,012	4,446	4,454	4,019	3,966	4,015	4,070	4,169	4,209	4,249
<b>Total Expenses</b>	<b>12,422</b>	<b>13,040</b>	<b>14,279</b>	<b>14,870</b>	<b>14,916</b>	<b>13,770</b>	<b>14,583</b>	<b>15,101</b>	<b>15,655</b>	<b>16,190</b>	<b>16,752</b>
<b>Operating Surplus (Deficit)</b>	<b>945</b>	<b>1,003</b>	<b>257</b>	<b>(370)</b>	<b>(133)</b>	<b>1,395</b>	<b>262</b>	<b>(1,275)</b>	<b>(1,597)</b>	<b>(2,045)</b>	<b>(2,574)</b>
Non-Operating	(84)	(44)	(336)	6	(204)	(78)	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ 861</b>	<b>\$ 959</b>	<b>\$ (79)</b>	<b>\$ (363)</b>	<b>\$ (336)</b>	<b>\$ 1,318</b>	<b>\$ 262</b>	<b>\$ (1,275)</b>	<b>\$ (1,597)</b>	<b>\$ (2,045)</b>	<b>\$ (2,574)</b>
<b>Fund Balance Beginning 9/1</b>	<b>\$ 3,242</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 5,863</b>	<b>\$ 4,589</b>	<b>\$ 2,992</b>	<b>\$ 947</b>
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	262	(1,275)	(1,597)	(2,045)	(2,574)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 5,863</b>	<b>\$ 4,589</b>	<b>\$ 2,992</b>	<b>\$ 947</b>	<b>\$ (1,627)</b>
<b>Fund Balance NOC %</b>	<b>33.0%</b>	<b>38.8%</b>	<b>34.9%</b>	<b>31.1%</b>	<b>28.7%</b>	<b>40.7%</b>	<b>40.2%</b>	<b>30.4%</b>	<b>19.1%</b>	<b>5.8%</b>	<b>-9.7%</b>

**Assumptions:**

FTE's	In State declines by 5% in 22-23 vs. 21-22. Out-of-State gets back up to average pre-pandemic levels in 25-26. Concurrent enrollment (bridge students) and the Pell prison program bounce back to normal pre-pandemic levels 23-26.
Tuition	0% Increase year over year after 20-21. (Every 1% increase = \$30K revenue)
Fees	Assumed same rates as 20-21, proportionate to FTEs.
County Aid	Assumed to remain flat.
State Aid	Base aid rate includes the greater benefit of \$50/FTE in annual increments or the proposed 100% floor rule 2021-25. NYS base aid 98% floor was restored in 21-22. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation
Salaries	3.2% increase per year.
Benefits	7% increase per year.
Contractual	1% increase per year.
Prison Program	Assumed to continue - favorable legislation has been passed ensuring Pell extension by 7/21/23. NYS Governor proposing TAP for incarcerated students.
Donations	\$100K from NCCC Foundation in each years 20-21 and 21-22, not included above, placed in restricted funds to help drive non traditional student enrollment.



# Student Affairs

NCCC.EDU/STUDENT-SUPPORT  
NCCC.PRESTOSPORTS.COM

## January 2022 BOT Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE  
 JERRAD DUMONT – ATHLETICS FACILITY MANAGER  
 KENT EGGLEFIELD – SPORTS INFORMATION  
 KATHY GOODROW – OFFICE ASSISTANT  
 KIM IRLAND – INTERIM ASSOC. VP OF STUDENT AFFAIRS  
 BRUCE KELLY – COORDINATOR OF STUDENT LIFE  
 CHAD LADUE – ATHLETICS DIRECTOR  
 MARYSSA ROMEO – ASSOCIATE DIRECTOR OF RESIDENCE LIFE & HOUSING

### Athletic Department News



- Both the Women's and Men's Basketball Teams are on the basketball court competing and preparing for the season and playoffs.
- Lacrosse Team practices will begin in February.
- The Athletics Department has hired Wayne Cowan as our Men's Soccer Head Coach for the Fall 2022 season. Wayne is already busy recruiting players for the fall roster.
- The Athletics Department has reorganized the reporting structure for student employees recently. All work study students will report to Jerrad Dumont and all gym supervisor workers will report to Kent Egglefield.

### Diversity, Equity, and Inclusion & Title IX News

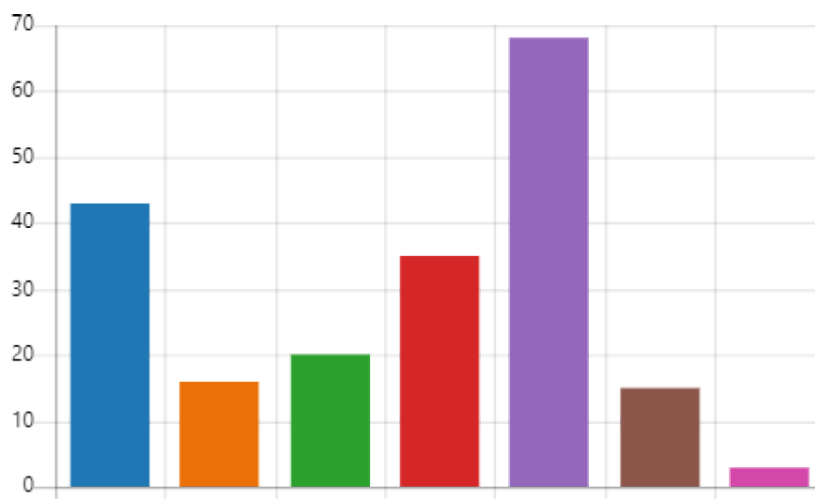
- The February 2022 Diversity Newsletter on Black History will be release in early February. A copy of this issue will be published online at <https://nccc.edu/about/diversity/>.
- The Diversity Task Force and North Country Live have teamed up to host a free **film screening of "Savage Land" on Feb. 17 at 7:00 p.m.** to include a discussion with the film team. Regsitration information will be posted here: <https://www.nccc.edu/live/>
- The Diversity Task Force is hosting a free virtual training called **Bridges Out of Poverty on Friday, Feb. 18 from 1:00 – 3:00 p.m.**, presented by Champlain Valley Family Center. Both employees and students are invited to attend. Pre-registration kindly requested here: <https://forms.office.com/r/AUKAUekrQg>

### Student Life News

- Thank you to Angela, Bruce, and Maryssa who led New Student Orientation sessions live online via Zoom at six separate days/times this month, including evening options to accommodate new student schedules: <https://www.nccc.edu/orientation/>
- Preliminary Fall Semester student engagement data is available for your review.

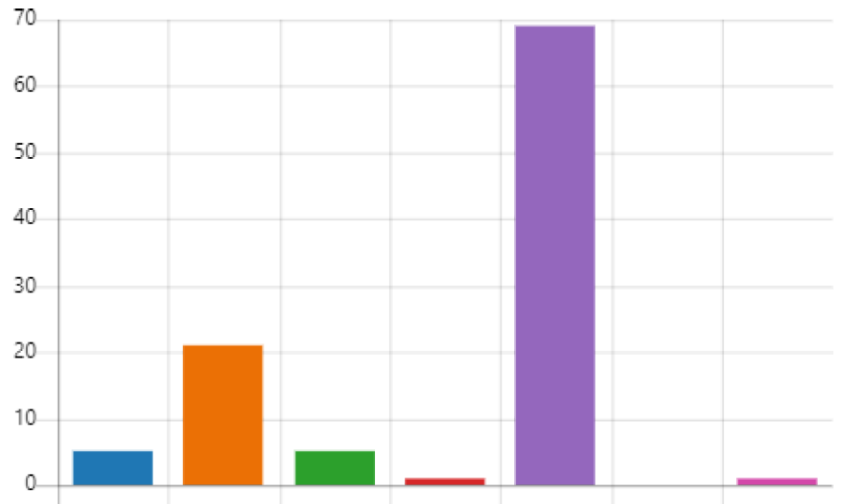
Learning Objective(s) - select all that apply:

<span style="color: blue;">●</span> Personal Growth (skill building...	43
<span style="color: orange;">●</span> Future Planning (career, transf...	16
<span style="color: green;">●</span> Leadership (skills, service, civic...	20
<span style="color: red;">●</span> Inclusion (understanding diver...	35
<span style="color: purple;">●</span> Wellness (health, self-care, str...	68
<span style="color: brown;">●</span> Academic Success (achieveme...	15
<span style="color: pink;">●</span> Other	3



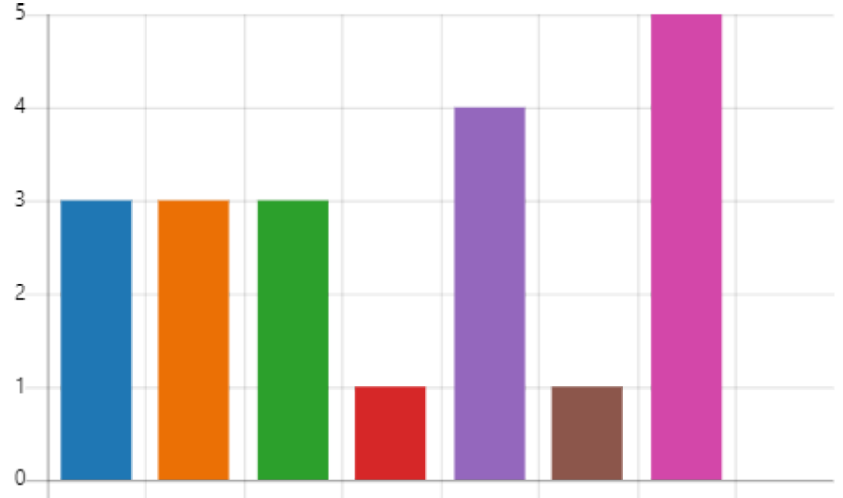
### Campus Location:

● Malone	5
● Saranac Lake	21
● Ticonderoga	5
● Residence Halls	1
● Virtual	69
● Off Campus/Community Based	0
● Other	1



### Please indicate length of event if longer than 1 day:

● 2 days	3
● 5 days	3
● 1 week	3
● 2 weeks	1
● 4 weeks	4
● 6 weeks	1
● A Semester	5
● Other	0



### If this event/initiative is reoccurring, how often was this event/initiative offered this semester?

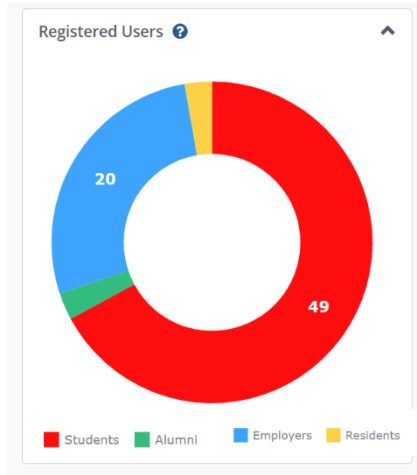
● Daily	0
● Weekly	6
● Bi-weekly	3
● Monthly	1
● Seasonal	0



## Counseling Partnership Updates:

- Citizen Advocates has resumed counseling services on the Saranac Lake campus with a focus on the residence hall population weekly on Thursday evenings. These services are currently free thanks to applicable HEERF funding. Fall semester counseling usage data will be available in an upcoming report.
- A new MOU with Behavioral Health Services North STOP Domestic Violence program will provide free counseling services on all three of our campuses and via tele-health beginning this spring 2022 semester.
- Kim Irland and Kathleen Dowd-Maloney of Human Services are collaborating on the development of mental health trainings and growing the Peer Advocates initiative this spring. Stay tuned for more.
- All our Counseling Partnerships are described here: <https://nccc.edu/counseling/index.html>.

## Career & Transfer Services News



- In December, Bruce presented a virtual Resume and Interviewing workshop to a Human Services class. Faculty can contact Bruce to schedule a presentation in person or live at a distance.
- Bruce continues to update our Articulation Agreements to improve our Transfer Services and web resources.
- The Career Services jobs board platform called College Central Network (<https://www.collegecentral.com/nccc/>) continues to grow in registrations with just over 50 students, 20 employers, and 2 NCCC alumni.

**North Country Community College  
President's Report to the Board of Trustees  
January 28, 2022**

Greetings to you all,

I hope the new year has been and continues to be generous to you and yours. Over the last week, the faculty and staff returned, preparing for the start of the Spring 2022 semester, and our students returned this past Monday. As we start the new term, our region has been experiencing the consequences of the coronavirus heretofore not seen in our area. It is hard to overestimate the impact that the pandemic has had on us all. However, we take some comfort in knowing that out of adversity comes newfound ways of operating and new opportunities.

Over the winter break, Governor Hochul made two announcements that were significant for us: 1) the requirement of on-campus students to be fully vaccinated, which includes receiving a booster shot when they are eligible, and 2) her 2023 budget which includes 100% floor funding for community colleges. Both were welcome news, the first for ensuring that our campuses are operating as safely as they can, and the latter for ensuring that we have a predictable funding model to operate from in the future. The Governor is also proposing an expansion of the Tuition Assistance Program (TAP) to include part-time students as well as individuals incarcerated in correctional institutions.

That's all for now. I look forward to seeing you soon.

Gratefully yours,

Joe

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★ **Board Matters**

- *Board Policies:* the administrative team has begun the process of reviewing a subset of board policies in their respective areas per the newly established policy review cycle that we adopted in December 2020. As a reminder, we have placed them on a three-year review cycle, and are starting with the oldest policies first.
- *Budgeting and Planning:* Over the break, the administrative team has been mapping out a roadmap to a balanced budget. Included are a combination of cost-savings measures and revenue enhancements, all based on analysis of our data on enrollment, staffing patterns, schedule analysis, and recent trends. We anticipate beginning to share the first draft with President's Council over the next week or so.

Relatedly, and seemingly fortuitously, SUNY has provided community colleges with an opportunity to participate in Strategic Enrollment Management (SEM) planning at no cost to the College. SUNY contracted with the American Association of Collegiate Registrars and Admissions Officers (AACRAO) to lead those efforts, which include the benefits of a paid consultant to provide both guidance and feedback on our efforts. We believe this a great opportunity and one that will help inform and our budgeting and planning efforts as so much of the work ties into our strategic plan initiatives.

★ **Campus and External Relations**

Here are some highlights of events, contacts, and interactions that I participated since the Board’s last meeting:

<b>Date</b>	<b>With</b>	<b>Location</b>
12/20/21	NCCCAP and NCCC Administration   Negotiations	Teams
12/21/21	Keene Town Supervisor, Joe Pete Wilson	Zoom
12/21/21	NAHEC   NCCC Collaboration: Health Care Workforce Solutions	Zoom
1/3/22	SUNY President’s Meeting   Spring Guidance	Zoom
1/4/22	Franklin County Community Service Board Meeting	Malone, NY
1/5/22	Gov. Hochul State of the State Address	Virtual
1/6/22	NAHEC   NCCC Collaboration: Health Care Workforce Solutions	Zoom
1/6/22	SUNY CC – State Budget Advocacy	Zoom
1/7/22	Rob Rathbun, Kim Irland – Association Contract Review	Zoom
1/10/22	Lee Susice; NCCCAP President	Teams
1/10/22	Chuck Van Anden & Erin Walkow, NCCC Association	Saranac Lake
1/10/22	NYCCAP – Spring Reopening Plans	Zoom
1/11/22	Lori Tourville; NCCC-FEH BOCES Collaboration	Zoom
1/11/22	NCCC-Workforce Development Partnership	Zoom
1/13/22	Cheryl Hamilton, SUNY EOP Opportunity	Zoom
1/14/22	NCCC Association Board Meeting	Zoom
1/14/22	Linda Beers, Essex County Public Health	Google Meet
1/14/22	NCCCAP and NCCC Administration   Negotiations	Teams
1/18/22	NCCC Foundation – Investment Committee	Zoom
1/18/22	Essex County Finance Committee	GoToMeeting
1/19/22	Welcome back   Opening week events with Faculty and Staff	Zoom
1/19/22	Karin Green, JMZ	Teleconference
1/20/22	Samantha Phillips and Bruce Kelly, EOP	Teams
1/20/22	NAHEC   NCCC Collaboration: Health Care Workforce Solutions	Zoom
1/20/22	NVAE   CV-TEC: Junior Experience Day Planning	Zoom
1/20/22	Linda Beers; Essex County Public Health	Teleconference
1/20/22	SUNY CC – State Budget Advocacy	Zoom
1/24/22	CV-TEC CLNA Team	Zoom
1/25/22	Joe Pete Wilson, Essex County Town Supervisor	Zoom
1/27/22	NAHEC   NCCC Collaboration: Health Care Workforce Solutions	Zoom

★ **College Policies**

No update.

★ **Spring 2022 Enrollment**

Spring 2022 enrollment has largely been completed. As of Monday, January 24<sup>th</sup>, 2022, this is where we are *pre-verification* compared to last year *post-verification*:

	Final at verification	Final at verification	Final at verification	Final at verification	YTD
	SP-18	SP-19	SP-20	SP-21	SP-22
<b>First Time</b>	34	22	39	25	28
<b>Re-Admit</b>	40	55	41	50	47
<b>Transfer</b>	42	37	26	34	24
<b>Continuing</b>	690	605	577	520	467
<b>Total:</b>	806	719	683	629	566

An unexpected but welcome opportunity enabled us to return to Akwesasne with courses for the Spring 2022 semester. While the timeline was short, Kyle Johnston and his team jumped into action to make it a reality, while Sarah Maroun worked with the faculty to staff the courses. While we expect that the enrollment will be modest for the Spring 2022 semester there, we are hopeful that over time we'll be able to enrollment more students and help them realize their academic aspirations.

★ **2021-2022 Budget**

As the Board is aware, the 2021-2022 year has been a challenge. Once our spring numbers are finalized (three weeks hence) we'll have a better idea where things will land. At that point, the only unknowns will be summer enrollment in campus based and Second Chance Pell courses. Erik will provide the Board with a financial update in his report and at the meeting.

★ **2022-2023 Budget**

The College, and particularly our Interim CFO, Erik Harvey, is building the 2022-2023 budget. As expected, there are many vagaries that we'll need to work through, much of it around enrollment and whether we'll see a return of traditional age students at the rate we previously have. The Governor's proposed 2023 Budget is a good starting point, as she is proposing to hold our FTE funding rate flat (no cuts) and provide community colleges with a funding floor, at 100% of the prior year's FTE rate. We expect that the community colleges will be advocating for a pre-pandemic floor as that is a more accurate picture of enrollment.

★ **Foundation**

- Erin Walkow has been increasing her understanding of the many and varied roles that the Executive Director plays. In recent weeks, she connected with SUNY's Council for University Advancement (CUAD) for an online workshop, has secured additional and new annual fund donations, met with prospective donors, begun to map out the framework of a communications calendar and adopted a new software system to help manage donors.

- *Opportunity Scholarship*: The Foundation has generously committed \$100,000 to a 3<sup>rd</sup> year of funding of the Opportunity Scholarship for Essex County and Franklin County students.

★ **Strategic Plan**

Initiatives that are underway include:

- *"Right-size" College operations to enrollment/finance and "work smarter" improving efficiencies across functional areas* (as noted above under BoT with administration preparing plan)
- *Ongoing Professional Development* (through 2021-2022 Perkins grant to support universal course design and related topics to improve accessibility for students; repurposing of some funding to support professional development related to assessment and institutional effectiveness),
- *New Academic Programs* (training program for *wastewater* instructors being secure; new programs in *graphics and animation, healthcare, cybersecurity*, are being explored; a local needs assessment identifying areas of need in the region; a collaboration with FEH-BOCES to explore opportunities to jointly offer trades education; a collaboration with the Northern Area Health Education Center regard *healthcare programs*, resubmission of request for EMS Course Sponsorship application to offer *EMT courses*)
- *Expand Partnership with St. Regis Mohawk Tribe*: Return to Akwesasne with two Spring 2022 courses
- *North Country CC – Workforce Development Partnership*: Perkins CLNA; January 11, 22 WFD meeting; NAHEC Collaborative; aforementioned FEH-BOCES exploration
- *Streamlining and improving the College's student onboarding*: through the North Country Navigator program is underway, *and a group is meeting to determine how to include/improve onboarding in other areas (academic, IT, student affairs)*
- Two grants were submitted to *modernize Nursing Labs* on all three campuses and a scoping study is underway. We are awaiting feedback to JMZ before we hold a college-wide presentation on the proposals.
- *Alternative revenue streams*: with Erin Walkow we are exploring how the Foundation and College can rethink the Foundation and its role in helping the College remain sustainable
- *Improved Institutional Research capabilities*: Initial steps include standardized data needs for all academic programs as part of ongoing program assessment, and
- *Reinvest in health careers and health science programs*: Nursing lab modernization and new academic program exploration.

★ **Opportunities and Partnerships**

- *Perkins Grant (2021-2022)*: we are conducting a community local needs assessment (CLNA) examining regional workforce needs and assessing how the College's offerings align and where there are opportunities to improve.
- *The North Country CC-Workforce Development Partnership*: this group is also part of our Perkins work. We met earlier this month.

- *Community Projects Funding requests:* We continue to await word on the status of our \$1 M proposal to upgrade the nursing labs on all three campuses. It was approved by the House Appropriations Committee and is at the Senate.
- *Congressionally Directed Spending proposals:* Senator Schumer advanced our two requests for funding to the Senate Committee on Appropriations for 1) the nursing labs renovation proposal for \$1.8M, and 2) \$100K to fund non-traditional scholarships for the 2022 year. Both requests align with our strategic plan objectives.

★ **COVID-19 Matters**

Since the Board's last meeting, there have been a few developments of note, including the rapid expansion of the Omicron variant of Sars CoV2. While public health continues to advocate for masking, distancing and vaccinations, elements that the College continues to adopt, there are some new developments:

- *Booster Requirement:* on December 31, 2021, Governor Hochul announced that SUNY students would be required to be fully vaccinated, including receiving a booster shot when eligible, to study on campus.
- *Testing:* in that same announcement, the Governor mandated COVID-19 tests for all students arriving on campus this spring as well as ongoing surveillance testing through the semester. Faculty and staff are welcome and encouraged to participate as well.
- *Masking:* Masks are required except when indoors in one's personal room, office, or work location, when eating or drinking while seated, or engaged in athletic competition or practice.
- *COVID-19 Page:* Chris Knight is regularly updating the College's [COVID-19 page](#) which includes information about vaccine mandates and other COVID-related items for students, employees and the public.

★ **Facilities**

- Much of the work of Facilities this time of the year involves responding to snow and cold weather, along with cleaning and maintenance of our facilities. Rick Heath led the effort to remove several fuel oil tanks that were no longer in use. Given the size of the tanks, this was no small effort and involved support from the Village of Saranac Lake.
- Lisa Symonds will be returning to the College, this time as an Administrative Aide working with Facilities. Her first day is slated for Monday, January 31<sup>st</sup>.

★ **Information Technology (IT)**

Scott Harwood and the IT Department continued their support of students, faculty and employees with their IT needs.

- *D2L:* Terry Kemp has continued his exploration of the D2L/Brightspace, the new digital learning environment (DLE) that SUNY adopted. The College has decided to adopt it with a full cutover slated for Fall 2023.
- *Student Onboarding:* In response to requests from the faculty, Scott and his team have changed up their IT onboarding for new students. This involves individual contact with each new student, an assessment of their technology needs, and an offer to introduce them/assist in learning college technology in including BlackBoard.



★ **NCCCAP**

**Negotiations**

Negotiations with NCCCAP for a successor contract to the 2019-2021 CBA continue and are expected until mid-Spring 2022 semester. It continues to be a productive and collegial process.

★ **Middle States/SUNY/NYSED**

**MSCHE Updates**

No updates. We expect the decision by Middle States our Self-Study Team's recommendation to be made at their March 2022 meeting.

**SUNY**

In SUNY matters:

- *Chancellor:* Dr. Deborah Stanley, previously President at SUNY Oswego for 25 years, has stepped in as Interim Chancellor while the SUNY system conducts a search for a new chancellor.
- *Senior Vice Chancellor for Academic Affairs and System Provost:* a search for this position is underway.
- *SUNY General Education revision:* the process to revise and update the SUNY General Education requirements is moving into the implementation phase. Given the breadth of the SUNY system and the impact that such a change will have, full implementation has been delayed until Fall 2023 to given institutions and the system time to prepare.
- *SUNY Nursing Emergency Training Fund:* On November 10<sup>th</sup>, 2021, SUNY announced the establishment of a \$3 million dollar fund to help campuses with nursing programs expand their enrollment in Nursing programs. Sarah Maroun applied for one time funding of \$250,000 to expand with a new Associates Degree in Nursing (leading to RN licensure) serving an additional 32 students.

That's all for now. Gratefully yours,

*Joe*

Joe Keegan  
President  
North Country Community