

BOARD OF TRUSTEES MEETING

11:00p.m. | January 25, 2018

Saranac Lake, NY | HH-105

AGENDA

- I. Call to Order
- II. Approval of November 30, 2018 minutes
- III. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- IV. College Reports
 - A. Board Chair
 - B. Vice President for Academic Affair
 - C. Interim Vice President for Enrollment Management
 1. Presentation | Enrollment trends
 - D. Vice President for Administration & Fiscal Operations
 1. November 2018 and December 2018 Financials
 - E. President
 1. Middle States Self-Study design proposal – Mission, Vision, and Institutional Priorities
 2. Update | Community Discussion Regarding Future of NCCC Pool
 - F. Representative Reports
 1. NCCC Association
 2. NCCC Foundation
- V. Old Business
 - A. President's recommendation on Senior Enrollment Management Officer Position
- VI. New Business
 - A. February Board Meeting | new date proposal to coincide with JMZ presentation on the final draft of the Saranac Lake Master Plan
 - B. Resolution 2018/19 | #5 Railroad Right of Way
 - C. Resolution 2018/19 | #6 BoT By-law Amendment for Ad Hoc Committee
- VII. Public Comment*
- VIII. Executive Session
- IX. 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.**

NORTH COUNTRY COMMUNITY COLLEGE
BOARD OF TRUSTEES MINUTES
Friday, November 30, 2018

Board Members Present: Steve Reed, Tim Burpoe, Anne McDonald, Mark Moeller, Jerry Griffin, Mary Irene Lee, Dan Kelleher, Courtney Oakes*

Excused: Pete Suttmeier

Others Present: Steve Tyrell, Stacie Hurwitch, Bob Farmer, Erik Harvey, Diana Fortune, Chris Knight, Sarah Kilby, Lee Susice, David St. Germain, Shir Filler and Joe Pete Wilson

Board Vice-Chair, Tim Burpoe, called the meeting to order at 11:01 a.m.

Approval of Minutes

Anne McDonald made a motion to approve the October 25, 2018 minutes. Mary Irene Lee seconded the motion. The October 25, 2018 minutes were approved unanimously (7-0-0).

College Senate

Sarah Kilby Shared with the board a copy of the potential meetings for

- Senate would like more time to discuss the position for Enrollment management (Dean or VP)
- Senate would like more time to discuss the position of the pool.
- Next meeting on December 17th.
- Second Chance Pell graduations are slated for early December.

NCCCAP

Lee Susice reported:

- Members appreciate the improvement with payroll.
- Negotiations have been going well and happening monthly since May 2018. Next meeting is December 7th.
- Discussed from his position as chair of Long Range Planning and Budget, concerns he has regarding the discussions regarding hiring an interim senior enrollment management officer, his general concerns with marketing and where is the information on what the College markets, and the lack of a response on the Enrollment committee's recommendations to Admissions. The president reported that due to some health related issues, the department's response to the Enrollment committee was not sent to the chair, Beth Quinn until this morning. The College has provided marketing materials on the Admission's sharepoint site. In learning today that the site was not accessible, the College will investigate the problem and make sure the site is operable as soon as possible.

CSEA

No report.

Board Chair Report

No report.

Vice President for Academic Affairs

Steve Tyrell reported in Joe Keegan's absence:

- Joe Keegan and Sarah Maroun are away for the annual Middle States conference.
- Middle States has officially taken NCCC off a status of warning and the College is in good standing. Congratulations to the hard work of the faculty and staff.
- Stacie Hurwitch, Joe Keegan, Sarah Maroun and Bob Farmer attended the self-study institute in early November. It was a productive and extremely informative training.
- The College will review the College's current Mission, Vision and Institutional Priorities in early spring. These items will be of extreme importance to the self-study.
- Liberal Arts and Sciences have moved forward on review on Teacher Ed track.
- NYS Education department is still reviewing AEMT course.

Dean of Admissions Report

Steve Tyrell reported in Chris Tacea's absence:

- Today is Chris Tacea's last day and the President thanked Chris Tacea for his service to the College over these past few years.

The board acted on the following resolution:

Jerry Griffin recommended resolution 2018/19 | 3 that the North Country Community College Board of Trustees here by approves the extension for the temporary, full time, 221-day exempt appointment of Rachel Gebhardt to the position of Interim Assistant Director of Admissions, through August 31, 2019. Anne McDonald seconded the motion. The resolution was approved unanimously (7-0-0).

Vice President for Administration/CFO

Bob Farmer shared the September and October financials and reported:

- 2017-2018 Audit has been postponed to mid-January
- Long Range Planning and Budgeting committee continues to draft recommendation
- Updated the board on the current status Campus Master Plan with JMZ. Steering committee will receive the report on Monday.
- Mark Moeller made motion to accept the September and October financial reports. Mary Irene Lee seconded. The reports approved unanimously (7-0-0).
- It was noted that expenditures outside the generic report would be helpful to the board.

President's Report

Steve Tyrell reported:

- Lobbying for the proposed Community College funding model is underway for 2019/2020. Advocating for a floor formula to sustain operations is central to this proposal.
 - Stacie Hurwitch is working on arranging meetings with Senator Little, Assemblymen Stec and Jones.
- Shared Governance working group will meet in December to finalize the working draft of the guiding principles document.
- The President continues to have conversations with SUNY Potsdam and SUNY Canton are working on the creating an agreement for Fall 2019. MOU will need to be revised if an agreement is reached.
- Exploring bundling programs with faculty in the weeks ahead and also and co-recruiting and joint admissions with other Colleges (such as the current 2+2 with Paul Smiths College)

*12:06 Student trustee, Courtney Oakes joined the meeting.

The board acted on the following resolution:

Anne McDonald recommended resolution 2018/19 | 4 that the North Country Community College Board of Trustees here by approves the implementation of the early retirement incentive program for eligible CSEA employees as specified in the October 24, 2018 MOU. Mary Irene Lee seconded the motion. The resolution was approved unanimously (8-0-0).

NCCC Association:

No report.

NCCC Foundation:

Dianna Fortune reported:

Annual fund will continue to the end of the year.

Old Business:

None

New business:

- The board discussed canceling the December 21, 2018 meeting. They will meet again January 25, 2019. Stacie Hurwitch will make the necessary announcement updates on the website and to the College community.
 - Jerry Griffin made a motion that the Board of Trustees cancel the December 21, 2018 meeting at this time. Anne McDonald seconded the motion. The motion was approved unanimously. (8-0-0)
- Diana Fortune discussed the Presidential Search Profile. Jerry Griffin made a motion to approve presidential search profile as it was presented. Courtney Oakes seconded. The motion was approved unanimously. (8-0-0)
 - December 11th will be the first formal meeting of the search committee with Chancellor Johnson.
- The board discussion the senior enrollment management position. Senate would like more time to make a recommendation. Decision will be made at the January 25, 2019 board meeting. The board discussed the history of the position and the desired role. Position descriptions will be shared soon with the campus community.

Public Comment:

- Shir Filler, NCCC Faculty member, made a prepared statement to the board regarding the enrollment management position.

Executive Session

Tim Burpoe made the motion to enter Executive Session at 12:50 pm. 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.* Jerry Griffin seconded the motion. The motion was passed unanimously (8-0-0). Steve Tyrell was invited to join the meeting at 12:51 pm.

Dan Kelleher made a motion to adjourn executive session at 1:24PM. Steve Reed seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Dan Kelleher made a motion to adjourn the meeting. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:25p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Stacie G. Hurwitch". The signature is written in a cursive, flowing style.

Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

UNAPPROVED

January 25, 2018

Motion:

Seconded:

Passed:



Academic Affairs
North Country Community College
VPAA Report to the Board of Trustees
January 25th, 2019

Greetings to you all and Happy New Year! I hope the holiday season was enjoyable and the new year brings with it health and prosperity to you and your loved ones. On behalf of the Academic Affairs, please find updates from our area here:

★ **Academic Planning, Programs and Policies:**

• **Academic Planning**

- *Transition to Blackboard:* The transition continues, with several trainings provided to faculty throughout the Fall 18 semester and to start the Spring 19 semester. The adoption of a new online learning platform is a major learning curve for all we appreciate those who helped pilot it in the fall. We expect it will provide more opportunities to enhance instruction, both online and traditional, as well as streamline systems, allowing for course delivery and grade reporting to be on a singular system.
- *Campus Advisory Boards:* We have tentatively scheduled these to occur at the following times. The Board, of course, is welcome to join us:
 - *Ticonderoga:* Friday, March 8th from 9:00-11:00 am
 - *Malone:* Friday, March 15th from 9:00-11:00 am
 - *Saranac Lake:* Friday, April 5th from 9:00-11:00 am
- *Continuing Ed:* We have a meeting slated with workforce development partners on January 24th to explore training opportunities through the SUNY Workforce Development Grant. Dave is also exploring an opportunity with RealEstateCE.com, a provider of online real estate continuing education to host a link to their trainings. They are licensed in NYS and the College would be reimbursed a % based on those that sign up through that unique URL.
- *St. Regis Mohawk Tribe:* Over break, we heard from the Tribe's Education Department and are planning to meet with them over the next few weeks to review a higher education survey they conducted in Fall 18. All of this is related to how the College can support the higher education aspirations of tribal members including offering courses on Akwesasne.

• **Academic Programs:**

- *AA Lib Arts and Sciences – Hum/Soc Science – Teacher Ed Track* – the proposal has been approved by the Humanities and Social Science departments respectively and will be moved through our internal shared governance process.
- *Advanced EMT:* Approved by SUNY on June 15th, 2018 it remains at NYSED awaiting further information from the College. The agreement with Mountain Lakes EMS was finalized and reviewed by the College's attorney. By the time the Board meets, we expect that the items requested by NYSED, including that agreement, will have been moved back to them for what we hope, is the last step in the approval process.
- *AAS Nursing:* Approved by SUNY in Spring 18; and remains at NYSED and Office for the Professions under review. Given our need to update course outlines and prepare for the Nursing Self-Study which takes place in late March, we opted to hold on sending the requested course outlines until they were updated. Those changes were approved by the Senate in December 18.
- *AAS Entrepreneurship Mgmt – Malone:* Approved by SUNY on September 5th, 2018. It remains at NYSED under review.

- *LPN and RN Self-Study:* NYSED will visit the college in late March 2019 to review our LPN and RN programs for reaccreditation. The Nursing Department and many others across the College have been working on various portions of the self-study, which is due to NYSED in late February.
- *AAS Chemical Dependency Counseling:* Changes to NYS regulations regarding Credentialed Alcoholism and Substance Abuse Counselors (CASACs) required an update of our program's content and, in some cases, course learning outcomes, to come into alignment with those regulations. Those changes were submitted approved by NYS OASAS in December 2018 and we continue to be a certified education and training provider to offer the 350-hour education program.
- *SUNY Potsdam Proposal:* No update to report.
- *Middle States/ Assessment of Student Learning:* There is much to report and all of it positive.
 - First, as the Board knows, our accreditation was fully restored for coming into compliance with MSCHE Standards VI (formerly Standard 2 – Planning, Resource Allocation and Institutional Renewal) and Standard V (formerly Standard 14 – Assessment of Student Learning). This acknowledgement was quite gratifying, in large part because of the efforts of so many of the faculty and staff who made it happen. A special note of appreciation to Sarah M for her both front stage and back stage efforts to shepherd this process along.
 - Second, our self-study will take place over the next couple of years with team visit we expect in Spring 2021. Over the next few weeks, we will be finalizing the self-study team and the design. Included in the self-study will be the opportunity for us to included and evaluate up to five (5) institutional priorities which could be quite helpful in focusing our efforts over the next few years.
- *College Bridge:* Luke continues to make the transition in leading our College Bridge program. He has started spring registrations as well as working with seniors at area high schools and show them how their College Bridge courses translate to degree requirements here and identify what they would need to take here to earn an associate's degree
- *Professional Development:*
We are kicking off the semester with a workshop on Wednesday, January 16th Trauma-informed Learning and Teaching with Dr. Jeanne Tietjen. Many thanks to Kim I for bringing Dr. Tietjen to campus. On Friday, January 18th, we have a series of workshops related to teaching and learning – led by Bruce Rowe, Selina LeMay-Klippel, Dave St. Germain and Sarah Maroun. Many thanks to those folks for pitching in!
- *Academic Policies:* No report.
- ★ **Faculty/Staff Appointments:**
Several searches are underway including:
 - Nursing Instructor (3 positions)
 - LAC Coordinator (SL)
 - LAC Coordinator/Hum/SS Instructor (Ti)
 - Business Instructor (x2)
 - Sports and Events Mgmt Instructor
- ★ **Grants and Experiments:**

Here is a brief update on our grants:

- *Second Chance*: Three (3) graduation ceremonies took place in December 18 with 32 students graduating, bring the total to 68 SCP graduates for Fall 18. Spring 19 classes are slated to start on January 22nd with the rest of the College.
- *P-TECH Programs* – We are adding another pathway to the P-TECH program, *AAS Criminal Justice*, which we expect will be of interest to new students and help boost enrollment in the program. The hope is for that pathway to be approved for Fall 19. P-TECH pathways have to be in high need, workforce related areas. We currently have pathways into our *AS Health Science* and our *AAS Human Services/ AAS Chemical Dependency Counseling* programs. The P-TECH program will continue to see the junior class taking their College courses on our Malone campus.
- *Perkins*: No changes to report.

Respectfully submitted,

Joe

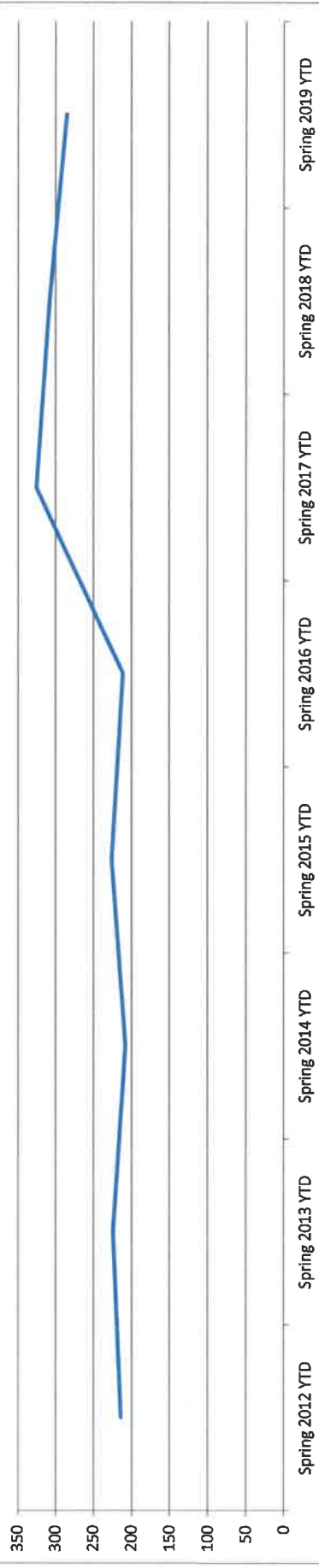
Board of Trustees Report
Office of Admissions
1/16/2019

Current Year: 2018

Data Date: 01/19/2019 *Rough estimate based on available data in CAMS

	Spring 2011 YTD	Spring 2012 YTD	Spring 2013 YTD	Spring 2014 YTD	Spring 2015 YTD	Spring 2016 YTD	Spring 2017 YTD	Spring 2018 YTD	Spring 2019 YTD	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2019						
Spring Applications (YTD)	218	214	224	208	226	211	326	308	285	462	399	308	249	258	309	402	373	462	399	308	249	258	309	402	373	462	399	308	249	258	309	402	373
Deposits	37	43	37	57	10	6	3	13	30	70	47	64	38	39	39	39	38	70	47	64	38	39	39	39	39	38	70	47	64	38	39	39	38
Admits	102	119	122	110	113	87	62	156	117	175	174	137	132	115	140	214	157	175	174	137	132	115	140	214	157	175	174	137	132	115	140	214	157
Wait List (Nursing, RAD)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Application Status	0	0	1	1	0	0	0	0	0	1	2	3	0	1	0	0	0	1	2	3	0	1	0	0	0	0	1	2	3	0	1	0	0
Received Applications Pending Review	31	2	1	2	34	17	192	14	8	42	9	8	2	19	9	51	14	42	9	8	2	19	9	51	14	42	9	8	2	19	9	51	14
Incomplete Applications	24	35	49	25	64	98	65	120	99	138	135	76	64	57	117	83	151	138	135	76	64	57	117	83	151	138	135	76	64	57	117	83	151
Application Withdrawn	16	8	6	10	0	0	3	5	30	17	20	16	8	23	2	12	12	17	20	16	8	23	2	12	12	17	20	16	8	23	2	12	12
Application Inactive	0	0	0	0	0	3	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Application Rejected	8	7	8	3	5	0	1	0	0	19	12	4	5	4	0	3	1	19	12	4	5	4	0	3	1	19	12	4	5	4	0	3	1
Registered First Time, Transfer and Readmit	0	0	0	0	0	0	0	0	88	171	150	112	112	135	81	189	132	171	150	112	112	135	81	189	132	171	150	112	112	135	81	189	132

Spring Applications (YTD)



Application Breakouts YTD:	<u>Spring 2019</u>	<u>Spring 2018</u>	<u>Spring 2017</u>	<u>18-19#/% Difference</u>	<u>17-19#/% Difference</u>
Applications:	285	308	326	-23/-7.5%	-41/-12.6%
Deposits:	30	13	3	17/130.8%	27/900.0%
Admits:	117	156	62	-39/-25.0%	55/88.7%
Incompletes:	99	120	65	-21/-17.5%	34/52.3%

New Student Registrations: Nov/Dec/January

Saranac Lake:	20	48	50	-28/-58%	-2/-4.0%
Ti:	18	27	14	-9/-68%	13/92.9%
Malone:	37	64	71	-27/-57%	-7/9.9%
Total:	75	139	135	-60/-53%	4/3.0%

Admissions Activities:

1. Geo-fencing digital campaign- results being assessed
2. Last New Student Registration will be Thursday the 24th
3. ACT Campaign kick-off in 30 days
4. Program Bundling for more effective marketing
5. Engaging academic leadership to develop programs (not courses) for adults

Financial Aid Report:

1. All spring 19 award packages have been processed and up-to-date.
2. All fall 18 Excelsior has been certified.
3. In the process of reconciling federal aid for fall.
4. In the process of upgrading PowerFAIDS.
5. Projected fall 19 packaging to start March 1.

Financial Aid Data	
Total FAFSA's Received	1,732
Total Financial Aid Packages Awarded	893
(Includes Second Chance (137))	

Financial Aid Award Sources	
Federal Sources	
Federal Pell Grant	4,953,376
Federal SEOG Grant	18,944
Direct PLUS Loan	268,240
Direct Subsidized Loan	1,630,257
Direct Unsubsidized Loan	2,128,451

College Sources	
Adirondack	117,000
Essex	12,030
Employee Tuition Waiver	19,837
Foundation	34,925
Franklin	183,718
Green Mountain	4,000
Hodson	45,192
Institutional Scholarship	11,408
St. Lawrence	46,408

State	
APTS	
Excelsior	6,975
NYS Merit	47,708
NYS Tap	1,750
Vermont VSAC	1,147,108
	3,340



North Country Community College
Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT
As of November 30, 2018

SUBMITTED TO THE BOARD OF TRUSTEES
January 25, 2019

ROBERT FARMER
Vice President of Administration, CFO

North Country Community College Balance Sheet NOVEMBER 30, 2018			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
Assets			
Cash	\$ 6,223,731	\$ 2,725,343	\$ 3,498,388
Accounts Receivable-Students	348,474	658,119	(309,645)
Due From NCCC Association	44,285	43,438	847
Due From NCCC Foundation (Contributions)	668,056	575,333	92,723
Due From Other Funds	686,171	118,011	568,160
Due From Governments (State & Fed Fin Aid)	753,914	4,661,595	(3,907,681)
Prepaid Expenses	360,050	45,906	314,144
Total Assets	\$ 9,084,682	\$ 8,827,745	\$ 256,937
Liabilities			
Accounts Payable	\$ 169,037	\$ 397,710	\$ (228,673)
Payroll & Benefits Liabilities	26,513	231,459	(204,946)
Due to NCCC Association (Room, Meals, Books)	294,801	1,111,868	(817,067)
Due to NCCC Foundation (Rent)	274,875	282,557	(7,682)
Due to Other Funds	20	20	-
Due to Retirement	391,990	246,518	145,472
Compensated Absences	224,980	224,980	-
Other Liabilities	405,834	379,309	26,525
Total Liabilities	\$ 1,788,050	\$ 2,874,421	\$ (1,086,371)
Month End Equity	\$ 7,296,632	\$ 5,953,324	
Total Liabilities & Equity	\$ 9,084,682	\$ 8,827,745	
Fund Balance Summary			
Fund Balance as of 09/01/18	\$ 5,062,886		
Estimated 18-19 Deficit (before audit)	\$ (71,178)		
Projected Fund Balance as of 09/01/19 ¹	\$ 4,991,708		
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 \$13,139,821.			

North Country Community College Revenues & Expenditures NOVEMBER 30, 2018				
	Annual Budget	YTD Actual	18-19 Actual B.(W)	% of Budget
Revenues				
Tuition & Fees	\$ 4,849,784	\$ 2,940,908	\$ (1,908,876)	61%
Sponsors' Contribution	2,380,000	611,667	(1,768,333)	26%
Chargebacks	741,750	324,893	(416,857)	44%
Out-of-State Tuition	575,484	271,112	(304,372)	47%
State Aid	4,042,116	1,237,995	(2,804,121)	31%
Contributions	1,034,080	249,540	(784,540)	24%
Transfer From Fund Balance	71,178	-	-	
Total Revenues	\$ 13,694,392	\$ 5,636,115	\$ (7,987,099)	41%
Expenditures				
Salaries	\$ 6,801,191	\$ 1,752,024	\$ 5,049,167	26%
Payroll Taxes	525,667	127,232	398,435	24%
Medical	1,920,102	517,228	1,402,874	27%
Retirement	612,250	189,000	423,250	31%
Other	93,310	46,700	46,610	50%
Equipment	33,930	12,130	21,800	36%
Facility Leases	1,455,130	361,267	1,093,863	25%
Utilities	378,720	98,429	280,291	26%
Maintenance	214,650	60,397	154,253	28%
Office & General Supplies	81,604	14,280	67,324	17%
Advertising	170,950	102,313	68,637	60%
Professional Services	104,300	74,740	29,560	72%
Information Technology	220,950	85,250	135,700	39%
Library & Instructional Supplies	266,508	95,141	171,367	36%
Scholarships	340,000	209,589	130,411	62%
Travel	159,415	57,325	102,090	36%
Property & Liability Ins.	135,000	31,257	103,743	23%
Miscellaneous	180,715	109,739	70,976	61%
Total Expenditures	\$ 13,694,392	\$ 3,944,041	\$ 9,750,351	29%
Net Surplus/(Deficit)	\$ -	\$ 1,692,074		



North Country Community College
Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT
As of December 31, 2018

SUBMITTED TO THE BOARD OF TRUSTEES
January 25, 2019

ROBERT FARMER
Vice President of Administration, CFO

EH 1.15.19

North Country Community College Balance Sheet DECEMBER 31, 2018			
	Current Year Actual	Prior Year Actual	Current Year Inc.(Dec)
Assets			
Cash	\$ 4,995,338	\$ 2,464,825	\$ 2,530,513
Accounts Receivable-Students	346,032	390,617	(44,585)
Due From NCCC Association	46,155	53,688	(7,533)
Due From NCCC Foundation (Contributions)	670,005	660,055	9,950
Due From Other Funds	683,134	214,953	468,181
Due From Governments (State & Fed Fin Aid)	669,738	3,790,574	(3,120,836)
Prepaid Expenses	360,050	45,906	314,144
Total Assets	\$ 7,770,453	\$ 7,620,618	\$ 149,835
Liabilities			
Accounts Payable	\$ 135,233	\$ 285,250	\$ (150,017)
Payroll & Benefits Liabilities	165,110	32,605	132,505
Due to NCCC Association (Room, Meals, Books)	-	1,113,022	(1,113,022)
Due to NCCC Foundation (Rent)	275,300	360,210	(84,910)
Due to Other Funds	20	-	20
Due to Retirement	106,030	9,266	96,764
Compensated Absences	224,980	224,980	-
Other Liabilities	273,183	232,747	40,436
Total Liabilities	\$ 1,179,856	\$ 2,258,080	\$ (1,078,224)
Month End Equity	\$ 6,590,597	\$ 5,362,538	
Total Liabilities & Equity	\$ 7,770,453	\$ 7,620,618	
Fund Balance Summary			
Fund Balance as of 09/01/18	\$ 5,062,886		
Estimated 18-19 Deficit (before audit)	\$ (71,178)		
Projected Fund Balance as of 09/01/19 ¹	\$ 4,991,708		

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 \$13,139,821.

North Country Community College Revenues & Expenditures DECEMBER 31, 2018					
	Annual Budget	YTD Actual	18-19 Actual B.(W)	% of Budget	
Revenues					
Tuition & Fees	\$ 4,849,784	\$ 2,956,294	\$ (1,893,490)	61%	
Sponsors' Contribution	2,380,000	810,000	(1,570,000)	34%	
Chargebacks	741,750	324,893	(416,857)	44%	
Out-of-State Tuition	575,484	271,112	(304,372)	47%	
State Aid	4,042,116	1,237,995	(2,804,121)	31%	
Contributions	1,034,080	330,407	(703,673)	32%	
Transfer From Fund Balance	71,178	-			
Total Revenues	\$ 13,694,392	\$ 5,930,701	\$ (7,692,513)	43%	
Expenditures					
Salaries	\$ 6,801,191	\$ 2,357,373	\$ 4,443,818	35%	
Payroll Taxes	525,667	170,875	354,792	33%	
Medical	1,920,102	686,415	1,233,687	36%	
Retirement	612,250	252,000	360,250	41%	
Other	93,310	51,981	41,329	56%	
Equipment	33,930	15,115	18,815	45%	
Facility Leases	1,455,130	361,435	1,093,695	25%	
Utilities	378,720	136,106	242,614	36%	
Maintenance	214,650	68,844	145,806	32%	
Office & General Supplies	81,604	16,304	65,300	20%	
Advertising	170,950	112,279	58,671	66%	
Professional Services	104,300	100,277	4,023	96%	
Information Technology	220,950	96,674	124,276	44%	
Library & Instructional Supplies	266,508	101,035	165,473	38%	
Scholarships	340,000	209,589	130,411	62%	
Travel	159,415	60,785	98,630	38%	
Property & Liability Ins.	135,000	62,636	72,364	46%	
Miscellaneous	180,715	112,774	67,941	62%	
Total Expenditures	\$ 13,694,392	\$ 4,972,497	\$ 8,721,895	36%	
Net Surplus/(Deficit)	\$ -	\$ 958,204			



North Country Community College
Mission, Vision and Values Review
Wednesday, January 16th, 2019

Overview

With the New Year comes the start of our self-study. For those new to the College or to the self-study process, it might be helpful to contextualize the self-study within the larger accreditation framework. North Country is accredited by the Middle States Commission on Higher Education (MSCHE). Middle States is comprised of a board of directors, professional staff (including liaisons to institutions) and the member colleges within its region. As our accreditor, Middle States has responsibilities to ensure that we are meeting the expectations and standards for higher education institutions, set forth in their publication, *Standards for Accreditation and Requirements of Affiliation*, which were adopted in 2014. These are now the standards by which institutions are evaluated.

Middle States ascertains compliance with the standards through a peer-review model. Colleges complete a self-evaluation (i.e. self-study) relative to each of the seven standards and submit that self-study to the Commission who selects a team of peer evaluators to review the self-study, visit the campus, meet with the College community and determine whether the college is in compliance. Self-study is the most critical element of the re-accreditation process and is an opportunity for the College to review the mission, evaluate how well we are meeting that mission, and develop a plan to improve areas of weakness. It is, by its nature, a process that, at its best, is collaborative and representative, bringing voices and perspectives across the campus community to help us take stock of ourselves and set goals to improve. The self-study is also the basis upon which a team of peers will structure their visit around when they come in 2020-2021.

Later this semester, we will be completing our self-study design where we will identify the following elements:

- The Co-chairs of the Self-Study
- The Steering Committee
- Work-group Composition and Chairs
- Institutional Priorities
- Goals of the Self-study
- Semester of the site visit

The self-study design and the larger self-study itself examine where we are and perhaps more importantly where we are going. Those determinations ideally are tied to our mission. Throughout the self-study, we will be asked to reflect on how well the College's actions align with our mission.

Thus, we have an opportunity to review our mission, vision and values and ensure that they reflect our understanding of who we are and what we hope to accomplish. Some have observed that our current mission reads more like a vision of what we aspire to and that the SUNY mission for community colleges more accurately reflects our mission. Below you will find our existing mission statement, vision statement and values and examples of what they might look like were we to adopt the SUNY language on mission.

One final note, the new self-study format also allows for colleges to identify institutional priorities, linked to their mission, which they want to examine/explore while conducting the self-study. Middle States limits those to no more than five and prescribe three (3) of them. You will find those listed below as well.

	<p style="text-align: center;">Current</p> <p><i>North Country Community College provides an exceptional learning and community building experience for all who seek it, challenging and supporting all individuals in their educational and personal growth.</i></p>	<p style="text-align: center;">If we adopted SUNY's language, our mission would look like...</p> <p><i>North Country Community College ensures open access to high quality postsecondary education and contributes significantly to the development of an educated citizenry and skilled workforce. We offer comprehensive learning opportunities ranging from transfer and career degrees to programs customized to serve specific individual, community, business and economic development needs. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.</i></p>
	<p style="text-align: center;">Current</p> <p><i>North Country Community College will be a leader in higher education. We will provide a quality education that enhances opportunity, growth and success for our students and community.</i></p>	<p style="text-align: center;">If we took our current mission statement and melded it with our vision statement, our vision would look like...</p> <p><i>North Country Community College will be a leader in higher education providing an exceptional learning and community building experience that enhances opportunity, growth and success for our students and community.</i></p>
<p>Values</p>	<p style="text-align: center;">Current</p> <ul style="list-style-type: none"> • <i>Honest, open and timely communication</i> • <i>Shared Governance</i> • <i>Mutual respect for Diversity and Individuality</i> • <i>Accountability and Integrity</i> • <i>Openness to Change</i> • <i>Transparency</i> • <i>Intellectual Curiosity</i> 	
<p>Institutional Priorities</p>	<p style="text-align: center;">Middle States Recommends...</p> <ul style="list-style-type: none"> • <i>Reaffirm Accreditation</i> • <i>Campus Community Inclusivity</i> • <i>Charting a path to continuous improvement</i> 	<p style="text-align: center;">Priorities that have been discussed at NCCC over the years...</p> <ul style="list-style-type: none"> • <i>Integrate the strategic plan, budgeting, assessment into the self-study</i> • <i>Data driven curriculum review process – with transparency, across-departments (including facilities, IT, enrollment, academic affairs) weaved into program review</i>

North Country Community College
Board of Trustees
RESOLUTION

- Whereas the NCCC Board of Trustees is organized per New York State laws governing New York State community colleges and per its internal bylaws; and
- Whereas section 4C of the NCCC Board of Trustees Bylaws specific composition and chair selection for standing committees of the Board of Trustees but does not denote the selection process for membership and chair selection for ad hoc committees of the Board of Trustees, and
- Whereas this resolution proposes to clarify this issue for ad hoc committees and consistent with current practices.
- Be It Resolved That: The Board of Trustees adopt the changes to section 4c. of the Bylaws that includes and specifically states “The Board of Trustees may also form ad hoc committees (i.e., audit, presidential search) and it is the determination of the Board of Trustees regarding the composition of these ad hoc committees including whether a Board of Trustees member or a designee chairs an ad hoc committee.”

2018-19 | **6**

January 25, 2019

Motion:

Seconded:

Approved/Denied/Postponed (0-0-0)

North Country Community College
Board of Trustees
Bylaws

Section 4c. The Board endorses a Committee system. Each **Standing** committee will have a Chair that reports to the Board and is a member of the Board. The following Standing Committees will report to the Board:

- Enrollment Management, Student Services & Student Life (discussions and actions will include student recruitment, student retention, college marketing, comprehensive enrollment plan, quality of student services and student life issues).
- Finance, Security and Facilities (discussions and actions will include College finances, campus safety and security, capital projects).
- Academic Affairs, Programs and Policies (discussions and actions will include academic policies proposed changes and updates, new academic program development, current program registration efforts at Ticonderoga and Malone campuses, instructional matters).

Each **standing** committee will consist of at least two Board members and no more than four Board members. Committee chairs are elected by the Board of Trustees and must be Board members. The following members of the College administration will serve as ex-officio members of each committee and the ex-officio member will work with the Committee Chair in the preparation of committee agendas and materials:

- Enrollment Management, Student Services & Student Life – *Vice President for Enrollment Management*
- Finance, Security and Facilities – *Vice President for Administration*
- Academic Affairs, Programs and Policies – *Vice President for Academic Affairs*

The Board of Trustees may also form ad hoc committees (i.e., audit, presidential search) and it is the determination of the Board of Trustees regarding the composition of these ad hoc committees including whether a Board of Trustees member or a designee chairs an ad hoc committee.