



## Board of Trustees October/November Meeting Agenda

11:00 a.m. | Friday, January 24, 2020

Saranac Lake Campus | HH-105

- I. Call to Order
- II. Approval November 2019 Minutes
- III. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- IV. College Reports
  - A. Board Chair
  - B. Interim Vice President for Academic Affairs
  - C. Vice President for Marketing & Enrollment Management
  - D. Vice President for Administration & Fiscal Operations
    - o Financial Reports | August 2019, September 2019, October 2019, November 2019, & December 2019
  - E. President
  - F. Representative Reports
    - o NCCC Association
    - o NCCC Foundation
- V. Old Business
- VI. New Business
- 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.



## Board of Trustees Minutes | Friday, November 22, 2019 | Saranac Lake Campus

**Board Members Present:** Steve Reed, Tim Burpoe, Pete Suttmeier, Jerry Griffin, Anne McDonald, Mark Moeller, Gerry Griffin, Dan Kelleher\* and Vondell Livingston.

**Excused:** Mary Irene Lee

**Others Present:** Joe Keegan, Stacie Hurwitch, Bob Farmer, Sarah Maroun, Chris Knight, Kyle Johnston, Lisa Symonds, Erik Harvey, Joe Pete Wilson, Tara Smith, Diana Fortune, Shir Filler, David St. Germain, Shannon Warren, Kim Duffey, Lee Susice.

\* Arrived at 11:16am.

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Board Chair, Steve Reed, called the meeting to order at 11:02 a.m.

### **Oath of Office**

Steve Reed administered the Oath of Office for our newest member. Student Trustee Vondell Livingston will be joining the board through June 30, 2020. Lisa Symonds notarized document.

### **Introductions**

The board conducted a brief introduction of the Board meeting attendees to share with our new student trustee.

### **Meeting Minutes**

Anne McDonald moved to approve the September 2019 meeting minutes as they were shared. Mark Moeller seconded the motion. The September 2019 meeting minutes were approved unanimously. (8-0-0).

### **College Senate**

Shir Filler reported:

- FCCC brought a resolution to SUNY regarding Presidential Search Committees and having faculty and senate representation. The College Senate will be working on drafting a similar policy for NCCC having representatives from the following group.
- Senate requesting the Board to continue to represent themselves at their monthly meetings. Second Friday of every month at 1pm.

## NCCCAP

Lee Susice reported:

- Monthly meetings with the Labor Management continue to go well.

## CSEA

No report.

## Board Chair Report

Steve Reed reported:

- Steve Reed attended the Malone event for the presentation of our new President. It was a wonderful representation of the College and its values; the tone and enthusiasm was tremendous. Thanks to all involved in making these events a success.
- There are a few more suggested changes to the By-Laws. Substantial change is the committee structure, which includes the NYS Legal responsibilities of the board. Steve Reed shared a document with more proposed changes with members of the board. Board discussed the changes and future expectations.
- The Board will meet as a Personnel Committee in Fall 2020 to start the annual review process of the President to include future goals and expectations.
- The board discussed the other committees (Executive and Financial).
- The board agreed they should call upon resources as needed when an incident at the Board level occurs. Other members of the College would be personally invited to provide information and insight. At this time, committees would be made up of board members only.

## Interim Vice President for Academic Affairs

Sarah Maroun reported:

- There have been a number of professional development activities where faculty have participated both on and off campus.
- David St. Germain hosted professional development workshops with great success.
- Programs | Early childhood teacher ed track has gone through Curriculum Committee. The next step is to College Senate.
- Programs | Health Care Administration Track – currently under review with the Curriculum Committee.
- Continuing student registration. We are currently up by 30 students when compared to this time last year.
- Programs | CV-Tech New Visions in Applied Engineering – NCCC will be offering dual enrollment opportunities. There are currently 52 interested high school seniors.

- Middle States Self-Study Update | Committees are working gathering evidence. Gap analysis will begin early in the next semester. So far on track with the recommended deadlines. Site visit will be March 2021. By end of Fall 2020, NCCC report will be out to Middle States. A draft of said report will go out to the College committee late summer 2020- early Fall for review and recommendations.

*The board moved to approve the following resolutions:*

Mark Moeller recommended resolution 2019-20 | #3 that the North Country Board of Trustees hereby approves the temporary appointment of Sarah Updegraff, to the full-time, 164 exempt appointment as Nursing Instructor for the Spring 2020 semester at a pro-rated salary of \$22,895.55. Tim Burpoe seconded the motion. The motion was approved unanimously (9-0-0).

Pete Suttmeier recommended resolution 2019-20 | #4 that the North Country Board of Trustees hereby approves the first temporary appointment of Jamie Strough, to the full-time, 164-day, exempt appointment as Science Instructor for Spring 2020 semester at a pro-rated salary of \$20,881.97. Anne McDonald seconded the motion. The motion was approved unanimously (9-0-0).

#### **Vice President for Marketing and Enrollment Management**

Kyle Johnston reported:

- Enrollment team has been focused on the Spring 20 push and have branded it as Express Enrollment. This would be a one-stop type of enrollment event, getting students enrolled in less than a day. This year's New Student Registration session was an improvement, with 23 new students enrolled, compared to 9 last year.
- At this point in time, we are ahead in Spring 2020 enrollment, with 577 enrolled compared to 508 last year.
- Kyle and Sarah Maroun have been working together on targeting five programs and creating a strategic enrollment management plan for them. Meetings thus far have been productive with a positive outlook for good opportunities. It is a marketing overhaul for these programs; ensuring more site visits, social media presence, and personal contact with potential students.
- Steve Reed commends Kyle for his great outreach to the Faculty and including them has been excellent. It is exceptionally helpful and long needed. Admissions is a College-wide opportunity and support in other departments is necessary for future success.
- Board members spoke of targeting initiatives with Kyle; information gathering from experienced College employees has been essential in ensuring accurate marketing by program. Research has been instrumental for Kyle; each plan is specific to the program and the needs of the students.
- Kyle explained the new endeavor of ensuring students are comfortable and moving forward. This is a new take on cross-training individuals by department and sharing knowledge on the student information system. So if a

contact is unavailable at a time of a student needs, then someone else can seamlessly pick up where they student recently left off. It is essentially restructuring and designing a one-stop shopping opportunity by in person and by other points (online, other campuses, etc).

#### **Vice President for Administration/CFO:**

Bob Farmer reported:

- January will resume a detailed monthly report to the Board.
- Administration revised the FTE target to 945. There is currently a projected of a deficit of approximately \$330,000. Team meets weekly to discuss initiatives on bring down the projected deficit and putting ideas in place.
- Fund balance at the start of this year is \$4.4 million and was \$4.7 in 2014, \$4.5 in 2015 and \$4.5 in 2016. Giving some perspective to where we are and where we have been. If we end this year with a \$300k deficit, then the fund balance will be \$
- The board discussed with Bob the unrestricted portion of the fund balance. They collectively discussed future planning for FTEs and the importance of that number.
- The board discussed the potential of a 5-year enrollment management plan. Bob will send out a similar plan that includes those numbers. In the meantime, the goal is to stabilize the FTEs. Regional high schools are showing the smallest cohort in nearly a hundred years. A realistic target these days is the low 900's. These numbers include College Bridge but not 2<sup>nd</sup> Chance Pell.
- Bob is more concerned with the revenues, not on the side of expenses.
- There is a potential need of charging nursing students only for background checks. It's a new regulation that could potentially increase the fee structure to our nursing students. This would only affect our RN students, currently \$100-130 per person.
- The College will charge students that are going on the Washington trip a "fee" to cover the travel costs. Students taking certain classes in humanities are going on the trip.

#### **President's Report:**

Joe Keegan reported:

- Joe is grateful for the faculty and staff that he gets to work with on a daily basis.
- Joe introduced Shannon Warren, as the new Executive Director of the NCCC Association.
- Enrollment has done a phenomenal job bringing up our numbers in continuing student registration and new student registration initiatives.
- Joe shared with the board the revised platform for the strategic plan. President's Council has scaled down the list to nine actions and will be sharing more details with the College Senate.

- At the September 19 Board meeting there was a proposed revisions of Mission, Visions, and Values. President's Council reviewed since and there is a new version to share. Joe shared these recommended updates with the board. The board discussed these suggestions and provided their input and perspectives. The next step is to invite the College community to an open forum; planned for a time in mid-December 2019. Hope to have a final review to the board in January 2020.
- SUNY Trustee Lewin visited with NCCC on Friday, November 15<sup>th</sup>, 2019. She was generous with her assessment and her thoughts. She enjoyed her time and we look forward to here visiting the College again soon.
- The College has been working collectively on improving Campus Safety. There are a number of people who have had a hand in making material improvements, such as locks on every classroom door. And improving the effectiveness of the cameras we have in place. Additionally, the College is making progress in training the faculty and staff through using the platform of ALICE.
- Self-study has been going well and thanks are extended. We'll be okay as long as the College is open and honest throughout the entire process. The openness of the Administration is key.

#### **NCCC Association:**

Shannon Warren reported:

- Started on November 1<sup>st</sup>, 2019 and currently the job is going well.
- On December 6<sup>th</sup> the Board of Directors will be meeting.
- "Break Housing" is a new initiative and will be immensely helpful for students who cannot get home (or live abroad). Currently there are 16 students who have signed up to live in the dorms during the Thanksgiving break when semester is not in session.
- Working to market online for both semesters.
- Employee Appreciation Day was a success.
- Reviewing companies for e-commerce so they can offer books online
- December 2<sup>nd</sup> will have gift wrapping options at Saranac Lake and Malone.
- Dining update | Met with the President of ADC, feedback and concerns will be addressed with the board at their upcoming meeting. Trustee Livingston shared his thoughts regarding the views from the student body.
- Working to address workforce housing shortage.
- Toured the Malone campus already and will be visiting the Ticonderoga campus in December 2019.

#### **NCCC Foundation:**

Diana Fortune, our Foundation Director, reported that the endowed scholarship in memory of our dearly departed colleague Bobby Bernstein Anker has reached the \$50K mark.

## Old Business

None

## New Business

- NCCC Lactation Accommodation Policy
  - Tara Smith explained to the board the current regulations that shows that there is policy that would like to be in place for lactation accommodation. This would be for all employees and students to utilize the sites. Ticonderoga and Saranac Lake have a location in place. A lactation grant has been received to help with the.
  - Tim motion/second Gerry to support the Lactation Accommodation Policy as it is presented. (8-0-0)
- December 20<sup>th</sup>, 2019 Board Meeting
  - At this point, there are no anticipated appointments coming forward.
  - Stacie will inform members of the board, and the community, the status of the December meeting no later than December 10<sup>th</sup>, 2019.
- Steve Reed shared with the board that this is the last meeting for Anne McDonald and her service to the board. She was presented with the gift on behalf of the Board and NCCC employees and thanked for her unending support to the College.

## Executive Session

Tim Burpoe made the motion to enter Executive Session at 12:08 p.m. in relation to ***collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.*** Pete Suttmeier seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 12:09p.m.

Tim Burpoe made a motion to adjourn executive session at 12:50p.m. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

## Adjourn

Tim Burpoe made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 12:52 p.m.

Respectfully Submitted,

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

Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

DRAFT

Friday, January 31, 2020

Motion:

Second:

Action:





**Interim VPAA Report to the Board of Trustees  
January 24, 2020**

Please find the report from the Academic Area below.

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

- **Academic Planning**
  - **New Program Initiatives:** We are continuing to investigate new program options and meeting with community representatives to explore needs and options that align with our current programs. This will include a three to five-year plan for program development. We will be asking for further faculty input as we move forward.
  - **Workforce Development/ Career Services:** Efforts continue in both the workforce development grant, investigating partnerships for career and technical education opportunities, and promotion of the use of the STRONG interest inventory in a number of degree programs.
  - **St. Regis Mohawk Tribe:** All three courses scheduled at Akwesasne in Spring of 2020 will run this spring: BUS 100, PSY 101, and ENG 101.
  
- **Academic Programs: No recent updates**
  - **AA Lib Arts and Sciences – Hum/Soc Science – Early Childhood/Childhood Teacher Ed Track:** Resubmitted to SUNY in December 2019.
  - **AS Business Administration—Health Care Management Track:** Approved via the Curriculum Committee; will move for Senate approval
  - **Advanced EMT:** Mountain Lakes EMS has declined NCCC's request to renew the 2-year contract. We are investigating other options to continue to run EMT/AEMT courses and resubmit the proposal to NYS Education Dept.
  
- **Continuing Education:**
  - **Swim Lessons and Water Aerobics:** Swim lessons continue to be popular. Evening sessions on Monday and Thursday evenings are almost completely filled.
  - **Pottery:** Pottery classes will continue for the Spring semester.
  
- **Middle States / Assessment of Student Learning:**
  - **Program Review:** Three program reviews are underway this upcoming academic year: *AAS Radiologic Technology, AAS Chemical Dependency Counseling, and AAS Human Services*. Rad Tech has completed the internal and external review. They are working with Academic Affairs to look at the external review committee's recommendations.
  - **Assessment:** We held a full-faculty assessment day on Dec. 18<sup>th</sup>, timed with the holiday potluck in SL. A working assessment day will be held on January 22<sup>nd</sup> during the full faculty meeting. We will be aligning expectations for the College-Wide Goal of *Information Literacy* using a common rubric.
  - **MSCHE Self-Study:**
    - Working groups continue to meet along with bi-weekly Steering Committee meetings. A number of working groups have submitted requests for evidence as well as identified any areas in which we will need to address prior to the end of the academic year.
    - Four members of the Steering Committee attended the annual MSCHE Conference in Philadelphia to glean some important information for the

self-study: Erik Harvey, Selina LeMay-Klippel, Cammy Sheridan, and Sarah Maroun.

- **Reminder of Revised Institutional Priorities:**
  - Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
  - Expanding community engagement through partnerships and enhancing community integration
  - Improving financial sustainability through increasing enrollment and retention
  
- **College Bridge:** Spring enrollments continue through the month of January.
  
- **Professional Development:** Dave St. Germain offered a professional development workshop titled, "Creating Community through Discussions in Online Courses" on Dec. 16<sup>th</sup> from 10:00-10:45. On Nov. 7-8<sup>th</sup>, four faculty attended a SUNY-sponsored *Holistic Student Support* summit, focused on ways to support students inside and outside of the classroom: Kate Wells, Lisa Williams, Cammy Sheridan, and Dave Merrick. The workshop is part of the SUNY Strong Start to Finish Grant and will inform some of the work of the committee working to revamp our First-Year Experience program. The Academic Affairs Office is creating a website link where we can list professional development opportunities.
  
- **Academic Policies:** No updates.
  
- **Academic Affairs Newsletter:** In an effort to increase communication while reducing our email volume, we have created a monthly newsletter.
  
- ★ **Grants and Experiments:**

Here is a brief update on our grants:

  - **Strong Start to Finish Grant:** Improving retention and student success through various efforts continues throughout this academic year. On Wednesday, Dec. 4<sup>th</sup>, a committee led by Kate Wells met to discuss the charge and intended outcomes of the committee.
  - **Second Chance PELL:** Classes continue at FCI, Bare Hill, and Franklin Correctional Facilities. The most recent graduation occurred at FCI on January 10, 2020.
  - **P-TECH Program** – Current enrollment across four cohorts is at 52 students with 24 in the freshmen cohort. A newly added a Criminal Justice pathway has generated a lot of interest.
  - **Quantway:** We extended our Quantway grant funding through June 2020. We will continue to offer Quantway courses as schedules and enrollments allow.

Respectfully submitted,

Sarah Maroun  
Interim Vice President for Academic Affairs

## Vice President - Marketing and Enrollment

### Report to the Board of Trustees

Created January 17, 2020

This past month our focus has been the final push for spring enrollment and creation of an upcoming marketing campaign centered around Winter Carnival. Additionally, we have been reaching out to external entities to help open the doors for adult learners and veterans which are the groups that have the highest potential to start spring semester. Our final Express Enrollment event will happen on January 21<sup>st</sup> and I will bring those numbers to the BOT meeting. We will also provide the current enrollment numbers as of Friday, January 24 to the board.

#### Enrollment Team Updates:

- The Enrollment Team is now thinking strategically to plan out all visits that will happen during spring semester. I'm having them focus in on our region to boost the frequency of visits to local high schools, BOCES and various businesses/governmental agencies.
- Our strategic communications plan is being built organically over the course of the year. We'll add communication and marketing campaigns that bear fruit to the plan as we go. By January of next year we will have a formalized 2021-2022 plan.
- On January 10th we brought in Fred Pryor Seminars to provide a customized customer service training to those of us working on the service side of the college. We provided the trainer with some specific topics to cover that will help with our overall customer service experience. I felt that the trainer did a very good job of engaging the teams and she took time to cover our specific requests. This was the first foundational step needed to move us towards our cross-training goals.
- So far, our spring numbers of applicants and prospects are down which was anticipated. The total number of students that we're working with is lower but we are actually yielding more accepted students. I anticipate that our number of new incoming students for spring will be at or a little higher than last year's numbers. Small gains for spring and summer enrollments will certainly help the final number for fall.
- Financial Aid has been working daily with the IT department to update our student information system. Fall financial aid has typically been awarded starting in April every year. We are working to begin this process 4 months earlier next year which would put us at a competitive advantage over other schools. Getting award notices out earlier will help students make their decisions earlier. We can do it.
- EXPRESS ENROLLMENT: Will provide final numbers at the BOT Meeting.

#### Marketing and Web Team Updates:

- We have been working on a brand-new marketing campaign centered around Winter Carnival. This event brings us a captive audience for two weeks where we can get our name out there. This is designed to be an awareness campaign to grab people's attention. We've signed on as one of the main sponsors for the event so we will be a large part of the event program as well as the organizers' own promotional activities. We will supplement the event promotion with our own geo-fencing campaigns to serve online and social media ads to attendees. All ads will push people towards a new campaign landing page that we're creating at [www.nccc.edu/carnival](http://www.nccc.edu/carnival) (this page is currently under construction).
- We're continuing work on the Strategic Enrollment Management plans for Business, Human Services, Massage Therapy, Criminal Justice and Wilderness Recreation Leadership. We're finalizing a new program marketing piece for Wilderness Recreation Leadership that will become the template for all other programs. It will feature selling points on the front to generate interest and newly designed program plans on the back.

## Legends Start Here.

**N**ot so long ago, in a land not-so-far-away, rose three pillars of higher education. One in fair Malone, where monsters lurk deep beneath the rivers' icy depths. One in stately Ticonderoga, where wars were waged and battles won. And one in comely Saranac Lake, where the revelry of Winter Carnival brings all manner of creatures forth from the forest.

It is here in Saranac Lake where our tale begins, a journey of heroes four. Here we meet the publisher of two local newspapers who wields a Fine Arts degree. Like a great eye in the sky, she perceives all, reports all.



Cathy Moore | Class of '74  
Publisher, ADK Daily Enterprise



Mark Coleman | Class of '78  
Owner, Ampersound

Here is a courtly musician with a Social Science degree whose sweet melodies and warm welcome bring artisans from near and far to pay homage at his door, so named Ampersound.

And, look there! It is a man with a Wilderness Recreation Leadership degree! His boats have ferried many a weary passenger across Saranac Lake's secret waterways.



Jason Smith | Class of '86  
Owner, Adirondack Lakes and Trails Outfitters



Josh Dorn | Class of '88  
Principal, Saranac Lake H.S.

At last, we meet a man who spends his days putting his Liberal Arts degree to good purpose as task-master and lord of Saranac Lake High School.

Together, they must unite the village against its dreaded foe, The Adirondack Winter. Its vicious potholes, its unceasing precipitation, its mysterious ice-out date – all who battle it are forever changed. Who will triumph? Who will fail? Well, dear reader, that is a tale for another day...

Become an Adirondack legend of your own by exploring opportunities at North Country Community College.



**North Country Community College**  
Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
As of August 31, 2019

**SUBMITTED TO THE BOARD OF TRUSTEES**  
January 24, 2020

**ROBERT FARMER**  
Vice President of Administration, CFO



North Country Community College Balance Sheet AUGUST 31, 2019				
	Current Year Actual	Prior Year Actual	Current Year Inc.(Dec)	
<b>Assets</b>				
Cash	\$ 3,516,820	\$ 5,163,252	\$ (1,646,431)	
Accounts Receivable-Students	331,142	559,427	(228,284)	
Due From NCCC Association	186,737	44,430	142,307	
Due From NCCC Foundation (Contributions)	1,441,424	1,372,108	69,316	
Due From Other Funds	134,837	(89,506)	224,343	
Due From Governments (State & Fed Fin Aid)	1,286,421	421,715	864,706	
Prepaid Expenses	244,671	419,162	(174,491)	
<b>Total Assets</b>	<b>\$ 7,142,052</b>	<b>\$ 7,890,586</b>	<b>\$ (748,534)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ 95,970	\$ 250,963	\$ (154,993)	
Payroll & Benefits Liabilities	57,084	168,380	(111,297)	
Due to NCCC Association (Room, Meals, Books)	1,393	-	1,393	
Due to NCCC Foundation (Rent)	891,703	996,328	(104,625)	
Due to Other Funds	(500)	-	(500)	
Due to Retirement	361,307	276,889	84,418	
Compensated Absences	294,091	249,943	44,148	
Other Liabilities	828,650	964,635	(135,985)	
<b>Total Liabilities</b>	<b>\$ 2,529,697</b>	<b>\$ 2,907,138</b>	<b>\$ (377,441)</b>	
<b>Month End Equity</b>	<b>\$ 4,612,355</b>	<b>\$ 4,983,448</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,142,052</b>	<b>\$ 7,890,586</b>		
<b>Fund Balance Summary</b>				
Fund Balance as of 09/01/18	\$ 4,983,448			
Preliminary 18-19 Surplus (Deficit)	\$ (371,093)			
Projected Fund Balance as of 09/01/19 <sup>1</sup>	\$ 4,612,355			

<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 \$15,856,548.

North Country Community College Revenues & Expenditures AUGUST 31, 2019				
	Annual Budget	YTD Actual	18-19 Actual M(L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 4,849,784	\$ 5,576,656	\$ 726,872	115%
Sponsors' Contribution	2,380,000	2,380,000	(0)	100%
Chargebacks	741,750	637,141	(104,609)	86%
Out-of-State Tuition	575,484	508,537	(66,948)	88%
State Aid	4,042,116	4,245,164	203,048	105%
Contributions	1,034,080	1,152,872	118,792	111%
<b>Total Revenues</b>	<b>\$ 13,623,214</b>	<b>\$ 14,500,370</b>	<b>\$ 877,156</b>	<b>106%</b>
<b>Expenditures</b>				
Salaries	\$ 6,801,191	\$ 7,167,114	\$ (365,923)	105%
Payroll Taxes	525,667	496,497	29,170	94%
Medical	1,920,102	1,845,978	74,124	96%
Retirement	612,250	668,943	(56,693)	109%
Other	93,310	244,894	(151,584)	262%
Equipment	33,930	41,991	(8,061)	124%
Facility Leases	1,455,130	1,434,832	20,298	99%
Utilities	378,720	322,624	56,096	85%
Maintenance	214,650	200,501	14,149	93%
Office & General Supplies	81,604	53,157	28,447	65%
Advertising	170,950	300,118	(129,168)	176%
Professional Services	104,300	417,273	(312,973)	400%
Information Technology	220,950	369,436	(148,486)	167%
Library & Instructional Supplies	266,508	232,820	33,688	87%
Scholarships	340,000	398,593	(58,593)	117%
Travel	159,415	138,019	21,396	87%
Property & Liability Ins.	135,000	140,278	(5,278)	104%
Miscellaneous	180,715	404,839	(224,124)	224%
<b>Total Expenditures</b>	<b>\$ 13,694,392</b>	<b>\$ 14,877,907</b>	<b>\$ (1,183,515)</b>	<b>109%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (71,178)</b>	<b>\$ (377,537)</b>	<b>\$ (306,359)</b>	<b>430%</b>
Non-Operating Activity	-	6,444	6,444	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (71,178)</b>	<b>\$ (371,093)</b>	<b>\$ (299,915)</b>	<b>421%</b>



**North Country Community College**  
Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
As of **September 30, 2019**

**SUBMITTED TO THE BOARD OF TRUSTEES**  
January 24, 2020

**ROBERT FARMER**  
Vice President of Administration, CFO

EH 1.14.20

North Country Community College Balance Sheet SEPTEMBER 30, 2019				
	Current Year Actual	Prior Year Actual	Current Year Inc. (Dec.)	
<b>Assets</b>				
Cash	\$ 4,687,462	\$ 5,727,666	\$ (1,040,204)	
Accounts Receivable-Students	308,959	3,401,275	(3,092,316)	
Due From NCCC Association	178,416	41,543	136,872	
Due From NCCC Foundation (Contributions)	740,512	1,430,724	(690,212)	
Due From Other Funds	327,451	32,847	294,604	
Due From Governments (State & Fed Fin Aid)	3,144,999	108,060	3,036,939	
Prepaid Expenses	943	(48,509)	49,452	
<b>Total Assets</b>	<b>\$ 9,388,741</b>	<b>\$ 10,693,606</b>	<b>\$ (1,304,864)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ (5,652)	\$ 233,877	\$ (239,529)	
Payroll & Benefits Liabilities	130,455	171,370	(40,915)	
Due to NCCC Association (Room, Meals, Books)	641,985	597,907	44,078	
Due to NCCC Foundation (Rent)	174,421	1,036,978	(862,557)	
Due to Other Funds	40	20	20	
Due to Retirement	335,296	296,514	38,782	
Compensated Absences	264,026	249,943	14,083	
Other Liabilities	340,198	414,013	(73,815)	
<b>Total Liabilities</b>	<b>\$ 1,880,768</b>	<b>\$ 3,000,622</b>	<b>\$ (1,119,855)</b>	
<b>Month End Equity</b>	<b>\$ 7,507,974</b>	<b>\$ 7,692,983</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 9,388,741</b>	<b>\$ 10,693,606</b>		
<b>Fund Balance Summary</b>				
Fund Balance as of 09/01/19	\$ 4,612,355			
Estimated 19-20 Surplus (Deficit)	\$ 9,376			
Projected Fund Balance as of 09/01/20 <sup>1</sup>	\$ 4,621,731			

<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 \$15,856,548.

North Country Community College Revenues & Expenditures SEPTEMBER 30, 2019					
	Annual Budget	YTD Actual	18-19 M.(L)	Actual	% of Budget
<b>Revenues</b>					
Tuition & Fees	\$ 5,948,711	\$ 2,811,891	\$ (3,136,820)	\$	47%
Sponsors' Contribution	2,380,000	198,333	(2,181,667)		8%
Chargebacks	713,800	-	(713,800)		0%
Out-of-State Tuition	837,905	410,050	(427,855)		49%
State Aid	4,184,755	1,177,689	(3,007,066)		28%
Contributions	1,098,500	98,262	(1,000,238)		9%
<b>Total Revenues</b>	<b>\$ 15,163,671</b>	<b>\$ 4,696,226</b>	<b>\$ (10,467,445)</b>		<b>31%</b>
<b>Expenditures</b>					
Salaries	\$ 7,510,437	\$ 591,244	\$ 6,919,192		8%
Payroll Taxes	574,548	43,400	531,148		8%
Medical	2,062,677	155,031	1,907,646		8%
Retirement	646,507	53,513	592,994		8%
Other	150,276	29,994	120,281		20%
Equipment	84,075	2,383	81,692		3%
Facility Leases	1,455,130	118,923	1,336,207		8%
Utilities	295,750	159	295,591		0%
Maintenance	207,650	14,325	193,325		7%
Office & General Supplies	88,027	10,222	77,805		12%
Advertising	172,950	10,409	162,541		6%
Professional Services	101,400	16,316	85,084		16%
Information Technology	353,170	32,099	321,071		9%
Library & Instructional Supplies	196,923	48,255	148,668		25%
Scholarships	515,000	244,481	270,519		47%
Travel	169,770	4,862	164,908		3%
Property & Liability Ins.	140,000	6,976	133,024		5%
Miscellaneous	430,005	57,863	372,142		13%
<b>Total Expenditures</b>	<b>\$ 15,154,295</b>	<b>\$ 1,440,458</b>	<b>\$ 13,713,837</b>		<b>10%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 3,255,768</b>	<b>\$ 3,246,392</b>		<b>34624%</b>
<b>Non-Operating Activity</b>	<b>-</b>	<b>(28,107)</b>	<b>(28,107)</b>		<b>NA</b>
<b>Total Fund Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 3,227,660</b>	<b>\$ 3,218,284</b>		<b>34324%</b>





**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of October 31, 2019**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**January 24, 2020**

**ROBERT FARMER**

**Vice President of Administration, CFO**

**North Country Community College  
Balance Sheet  
OCTOBER 31, 2019**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 5,892,994	\$ 7,171,089	\$ (1,278,095)
Accounts Receivable-Students	384,275	551,439	(167,164)
Due From NCCC Association	200,921	46,074	154,846
Due From NCCC Foundation (Contributions)	785,244	516,676	268,568
Due From Other Funds	(21,956)	83,712	(105,668)
Due From Governments (State & Fed Fin Aid)	1,366,485	766,966	599,520
Prepaid Expenses	722	(24,209)	24,931
<b>Total Assets</b>	<b>\$ 8,608,685</b>	<b>\$ 9,111,747</b>	<b>\$ (503,062)</b>
<b>Liabilities</b>			
Accounts Payable	\$ 8,358	\$ 368,835	\$ (360,477)
Payroll & Benefits Liabilities	193,709	172,061	21,648
Due to NCCC Association (Room, Meals, Books)	645,095	589,601	55,494
Due to NCCC Foundation (Rent)	174,435	113,861	60,574
Due to Other Funds	40	20	20
Due to Retirement	305,756	277,948	27,808
Compensated Absences	264,026	249,943	14,083
Other Liabilities	368,987	443,899	(74,912)
<b>Total Liabilities</b>	<b>\$ 1,960,406</b>	<b>\$ 2,216,168</b>	<b>\$ (255,763)</b>
<b>Month End Equity</b>	<b>\$ 6,648,279</b>	<b>\$ 6,895,579</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 8,608,685</b>	<b>\$ 9,111,747</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/19	\$ 4,612,355		
Estimated 19-20 Surplus (Deficit)	\$ 9,376		
Projected Fund Balance as of 09/01/20 <sup>1</sup>	\$ 4,621,731		

<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 \$15,856,548.

**North Country Community College  
Revenues & Expenditures  
OCTOBER 31, 2019**

	Annual <u>Budget</u>	YTD <u>Actual</u>	18-19 <u>M(L)</u>	Actual <u>Budget</u>	% of <u>Budget</u>
<b>Revenues</b>					
Tuition & Fees	\$ 5,948,711	\$ 2,886,471	\$ (3,062,240)		49%
Sponsors' Contribution	2,380,000	390,000	(1,990,000)		16%
Chargebacks	713,800	313,131	(400,669)		44%
Out-of-State Tuition	837,905	410,050	(427,855)		49%
State Aid	4,184,755	1,177,689	(3,007,066)		28%
Contributions	1,098,500	175,645	(922,855)		16%
<b>Total Revenues</b>	<b>\$ 15,163,671</b>	<b>\$ 5,352,986</b>	<b>\$ (9,810,685)</b>		<b>35%</b>
<b>Expenditures</b>					
Salaries	\$ 7,510,437	\$ 1,218,348	\$ 6,292,089		16%
Payroll Taxes	574,548	89,038	485,510		15%
Medical	2,062,677	322,552	1,740,125		16%
Retirement	646,507	107,511	538,996		17%
Other	150,276	47,114	103,162		31%
Equipment	84,075	10,258	73,817		12%
Facility Leases	1,455,130	239,178	1,215,952		16%
Utilities	295,750	21,656	274,094		7%
Maintenance	207,650	37,704	169,946		18%
Office & General Supplies	88,027	16,529	71,498		19%
Advertising	172,950	21,984	150,966		13%
Professional Services	101,400	23,364	78,036		23%
Information Technology	353,170	59,779	293,391		17%
Library & Instructional Supplies	196,923	67,777	129,146		34%
Scholarships	515,000	292,598	222,402		57%
Travel	169,770	19,834	149,936		12%
Property & Liability Ins.	140,000	38,785	101,215		28%
Miscellaneous	430,005	123,678	306,327		29%
<b>Total Expenditures</b>	<b>\$ 15,154,295</b>	<b>\$ 2,757,686</b>	<b>\$ 12,396,609</b>		<b>18%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 2,595,300</b>	<b>\$ 2,585,924</b>	<b>27580%</b>	
Non-Operating Activity	-	(19,774)	(19,774)		NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 2,575,526</b>	<b>\$ 2,566,150</b>	<b>27369%</b>	



**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of November 30, 2019**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**January 24, 2020**

**ROBERT FARMER**

**Vice President of Administration, CFO**

**North Country Community College**  
**Balance Sheet**  
**NOVEMBER 30, 2019**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 5,644,368	\$ 6,118,492	\$ (474,124)
Accounts Receivable-Students	199,497	484,140	(284,643)
Due From NCCC Association	219,400	44,152	175,249
Due From NCCC Foundation (Contributions)	844,748	640,354	204,394
Due From Other Funds	(12,492)	182,950	(195,442)
Due From Governments (State & Fed Fin Aid)	1,306,902	563,196	743,706
Prepaid Expenses	25,172	(24,209)	49,381
<b>Total Assets</b>	<b>\$ 8,227,594</b>	<b>\$ 8,009,075</b>	<b>\$ 218,520</b>

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Liabilities</b>			
Accounts Payable	\$ 701,477	\$ 115,016	\$ 586,461
Payroll & Benefits Liabilities	733,377	163,533	569,844
Due to NCCC Association (Room, Meals, Books)	3,110	294,800	(291,690)
Due to NCCC Foundation (Rent)	174,536	232,792	(58,256)
Due to Other Funds	40	20	20
Due to Retirement	255,854	318,582	(62,728)
Compensated Absences	264,026	249,943	14,083
Other Liabilities	368,863	403,784	(34,920)
<b>Total Liabilities</b>	<b>\$ 2,501,283</b>	<b>\$ 1,778,470</b>	<b>\$ 722,814</b>

<b>Month End Equity</b>	\$ 5,726,311	\$ 6,230,605	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 8,227,594</b>	<b>\$ 8,009,075</b>	

<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/19	\$ 4,612,355		
Estimated 19-20 Surplus (Deficit)	\$ (332,075)		
Projected Fund Balance as of 09/01/20 <sup>1</sup>	\$ 4,280,281		

<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 \$15,856,548.

**North Country Community College**  
**Revenues & Expenditures**  
**NOVEMBER 30, 2019**

	Annual <u>Budget</u>	YTD <u>Actual</u>	18-19 <u>M (L)</u>	Actual <u>Budget</u>	% of <u>Budget</u>
<b>Revenues</b>					
Tuition & Fees	\$ 5,948,711	\$ 2,857,257	\$ (3,091,455)	48%	
Sponsors' Contribution	2,380,000	580,000	(1,800,000)	24%	
Chargebacks	713,800	315,750	(398,050)	44%	
Out-of-State Tuition	837,905	410,050	(427,855)	49%	
State Aid	4,184,755	1,177,689	(3,007,066)	28%	
Contributions	1,098,500	249,958	(848,542)	23%	
<b>Total Revenues</b>	<b>\$ 15,163,671</b>	<b>\$ 5,590,704</b>	<b>\$ (9,572,967)</b>	<b>37%</b>	

<b>Expenditures</b>					
Salaries	\$ 7,510,437	\$ 1,847,414	\$ 5,663,022	25%	
Payroll Taxes	574,548	134,841	439,707	23%	
Medical	2,062,677	476,033	1,586,644	23%	
Retirement	646,507	161,495	485,012	25%	
Other	150,276	55,383	94,893	37%	
Equipment	84,075	15,985	68,090	19%	
Facility Leases	1,455,130	363,796	1,091,334	25%	
Utilities	295,750	58,420	237,330	20%	
Maintenance	207,650	58,178	149,472	28%	
Office & General Supplies	88,027	20,056	67,971	23%	
Advertising	172,950	33,552	139,398	19%	
Professional Services	101,400	27,733	73,667	27%	
Information Technology	353,170	165,844	187,326	47%	
Library & Instructional Supplies	196,923	85,254	111,669	43%	
Scholarships	515,000	303,198	211,802	59%	
Travel	169,770	41,316	128,454	24%	
Property & Liability Ins.	140,000	70,594	69,406	50%	
Miscellaneous	430,005	154,949	275,056	36%	
<b>Total Expenditures</b>	<b>\$ 15,154,295</b>	<b>\$ 4,074,041</b>	<b>\$ 11,080,254</b>	<b>27%</b>	

<b>Operating Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 1,516,663</b>	<b>\$ 1,507,287</b>	<b>16076%</b>
Non-Operating Activity	-	(11,441)	(11,441)	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 1,505,222</b>	<b>\$ 1,495,846</b>	<b>15954%</b>



**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of December 31, 2019**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**January 24, 2020**

**ROBERT FARMER**

**Vice President of Administration, CFO**

**North Country Community College  
Balance Sheet  
DECEMBER 30, 2019**

	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
<b>Assets</b>			
Cash	\$ 4,698,694	\$ 4,766,145	\$ (67,451)
Accounts Receivable-Students	48,790	381,306	(332,517)
Due From NCCC Association	223,659	46,906	176,753
Due From NCCC Foundation (Contributions)	844,748	678,864	165,884
Due From Other Funds	38,839	242,312	(203,473)
Due From Governments (State & Fed Fin Aid)	1,255,059	405,294	849,765
Prepaid Expenses	25,172	(24,209)	49,381
<b>Total Assets</b>	<b>\$ 7,134,959</b>	<b>\$ 6,496,618</b>	<b>\$ 638,341</b>

<b>Liabilities</b>			
Accounts Payable	\$ 200,515	\$ 227,270	\$ (26,755)
Payroll & Benefits Liabilities	259,095	164,385	94,711
Due to NCCC Association (Room, Meals, Books)	3,110	1,234	1,876
Due to NCCC Foundation (Rent)	174,765	267,989	(93,224)
Due to Other Funds	40	-	40
Due to Retirement	19,437	19,932	(496)
Compensated Absences	264,026	249,943	14,083
Other Liabilities	368,553	271,051	97,503
<b>Total Liabilities</b>	<b>\$ 1,289,542</b>	<b>\$ 1,201,804</b>	<b>\$ 87,737</b>
<b>Month End Equity</b>	<b>\$ 5,845,417</b>	<b>\$ 5,294,814</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,134,959</b>	<b>\$ 6,496,618</b>	

<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/19	\$ 4,612,355		
Estimated 19-20 Surplus (Deficit)	\$ (332,075)		
Projected Fund Balance as of 09/01/20 <sup>1</sup>	\$ 4,280,281		

<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 \$15,856,548.

**North Country Community College  
Revenues & Expenditures  
DECEMBER 30, 2019**

	Annual Budget	YTD Actual	18-19 M(L)	Actual % of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,948,711	\$ 2,856,246	\$ (3,092,466)	48%
Sponsors' Contribution	2,380,000	770,000	(1,610,000)	32%
Chargebacks	713,800	315,750	(398,050)	44%
Out-of-State Tuition	837,905	410,050	(427,855)	49%
State Aid	4,184,755	1,177,689	(3,007,066)	28%
Contributions	1,098,500	323,163	(775,337)	29%
<b>Total Revenues</b>	<b>\$ 15,163,671</b>	<b>\$ 5,852,898</b>	<b>\$ (9,310,773)</b>	<b>39%</b>

<b>Expenditures</b>				
Salaries	\$ 7,510,437	\$ 2,480,664	\$ 5,029,772	33%
Payroll Taxes	574,548	180,989	393,559	32%
Medical	2,062,677	626,220	1,436,457	30%
Retirement	646,507	215,454	431,053	33%
Other	150,276	66,173	84,103	44%
Equipment	84,075	20,900	63,175	25%
Facility Leases	1,455,130	483,631	971,499	33%
Utilities	295,750	78,342	217,408	26%
Maintenance	207,650	75,345	132,305	36%
Office & General Supplies	88,027	21,608	66,419	25%
Advertising	172,950	35,220	137,730	20%
Professional Services	101,400	34,421	66,979	34%
Information Technology	353,170	180,044	173,126	51%
Library & Instructional Supplies	196,923	158,068	38,855	80%
Scholarships	515,000	314,159	200,841	61%
Travel	169,770	49,960	119,810	29%
Property & Liability Ins.	140,000	70,717	69,283	51%
Miscellaneous	430,005	166,419	263,586	39%
<b>Total Expenditures</b>	<b>\$ 15,154,295</b>	<b>\$ 5,258,334</b>	<b>\$ 9,895,961</b>	<b>35%</b>

<b>Operating Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 594,564</b>	<b>\$ 585,188</b>	<b>6241%</b>
Non-Operating Activity	-	(3,107)	(3,107)	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ 591,456</b>	<b>\$ 582,080</b>	<b>6208%</b>



SARANAC LAKE | MALONE | TICONDEROGA

**North Country Community College  
President's Report to the Board of Trustees  
January 24, 2020**

Greetings to you all,  
...and Happy New Year! I hope the holiday seasons was enjoyable for you and yours. Please find the report from our area here.

\* **Campus and External Relations**

Here are some highlights of events, contacts and interactions that I have been able to participate in over the last two month or so.

<b>Date</b>	<b>With</b>	<b>Location</b>
25 Nov 2019	Bob Ross, CEO, St. Joseph's Rehabilitation Center	Saranac Lake, NY
26 Nov 2019	Judy Meagher, Foundation	SL Campus
26 Nov 2019	Davina Winemiller, Supervisor – Town of St. Armand	Bloomingtondale, NY
03 Dec 2019	SUNY CC President's Teleconference	Conference Call
04 Dec 2019	Jack Berger, Chateaugay Prison	Conference Call
05 Dec 2019	Franklin County Legislators w/ Steve Reed	Malone, NY
05 Dec 2019	Joy to the Children	Lake Placid, NY
06 Dec 2019	NCCC Association Board Meeting	SL Campus
09 Dec 2019	Saranac Lake Campus Student Government	Lake Placid, NY
09 Dec 2019	NCCC Association Dorm   Open Forum with Students	SL Campus
10-12 Dec 19	CV-TEC Curriculum and Instructional Review	Plattsburgh, NY
10 Dec 2019	Malone Rotary – Teacher of the Year Keynote	Malone, NY
13 Dec 2019	Mission/Vision/Values   Open Forum College Comm'y	Video Conferenced
16 Dec 2019	Essex County Board of Supervisors   Finance Comm	Elizabethtown, NY
17 Dec 2019	SeaComm Donation Acceptance with John Dowd	Massena, NY
19 Dec 2019	Johanna Duncan-Poitier & CC Presidents	Conference Call
20 Dec 2019	SUNY 2020 Budget Advocacy for Community Colleges	Conference Call
07 Jan 2020	Prisoner Education Working Group, SUNY	Conference Call
07 Jan 2020	Bruce Rowe, FCCC Plenary   Meeting	SL Campus
09 Jan 2020	Melinda Little, Point Positive	Saranac Lake, NY
09 Jan 2020	DOCCS Advisory Board Meeting	Ray Brook, NY
10 Jan 2020	FCI Graduation Ceremony	FCI Ray Brook
10 Jan 2020	Cali Brooks, Adirondack Foundation	Heaven Hill Farm
14-15 Jan 20	NCCCAP Evaluations Task Force	Malone, NY
21 Jan 2020	Rotary Club of Saranac Lake   Meeting	Hotel Saranac
21 Jan 2020	Essex County Board of Supervisors   Finance Comm	Elizabethtown, NY
23 Jan 2020	SUNY   State of the University Address	Albany, NY
23 Jan 2020	SUNY CC President's Meeting	Albany, NY

\* **Administrative Updates**

In terms of personnel, there is nothing to report at this time. In regards to activities, much of that will be discussed below, including updates on: a) Mission, Vision and Values, b) Institutional Goals, and c) Strategic Plan update.

\* **Board Composition**

Welcome to Donna Wadsworth, our newest Essex County appointee! Donna, who worked for the college a number of years back, will fill the seat formerly held by Anne McDonald. Donna's term will extend until June 30<sup>th</sup>, 2026.

Welcome back to Pete Suttmeier, who was reappointed to the Board by the Essex County Board of Supervisors as well. Pete's line is the "rotating" appointment between Essex and Franklin County. Pete's term will also extend until June 30<sup>th</sup>, 2026.

We have reached out again to SUNY requesting assistance in connecting with the Governor's Office regarding one vacancy and one expired appointment.

\* **Strategic Plan**

The Strategic Planning items were developed by the College community, have been vetted and endorsed by the campus community, including President's Council, Long Range and Strategic Planning Committee and the College Senate (this latter occurred at their December 6<sup>th</sup>, 2020 meeting. There were nine that rose to the top and organized as follows:

- Two (2) were already in motion,
- Four (4) were recommended to be addressed this year, and,
- Three (3) were recommended to be deferred.

A summary is attached for you here. We will be asking for the Board's review and, hopefully, endorsement of those at our January 2020 meeting.

\* **Mission, Vision, and Values**

We held a campus-wide open forum on the proposed updates to the College's Mission, Vision and Values on December 13<sup>th</sup>, 2019. The time was selected to allow for maximum input from the campus community. We had a good turnout and appreciate all those who attended and provided us with their suggestions. A copy of those are attached for you here. We are hoping that the College Senate will be taking these up at their next meeting on Thursday, January 23<sup>rd</sup>, 2020.

\* **Institutional Goals**

As part of our self-study, it became evident that our institutional goals were difficult to discern, as they had been reframed and restructured over the last decade. We have proposed a new, streamlined set that align with our mission, our values and our institutional priorities, and will guide our strategic planning in the future. These too were shared with the campus community on December 13<sup>th</sup>, 2019 and we have amended those based on that meeting. We are planning to work with the College community in clarifying and, eventually, adopting those goals that are central to our work.

\* **Non-Discrimination Statement**

In an effort to update our Non-Discrimination Statement and better align it with our values as well as those of the larger SUNY system, the College's Diversity Task Force undertook a revision of the statement during the Fall 2019 semester. The updated statement was moved to President's Council at its November 21st, 2019 meeting and after some modifications (see highlights below) was unanimously approved. The updated statement was reviewed by the College Senate at its December 6th, 2019 meeting and a further clarification was made to the statement. It was approved by the College Senate and the Board of Trustees in an email vote on in December 2019. I have included it here for you.



\* **Policy Development and Employee Handbook**

As part of our efforts and strengthening our internal operations, a number of folks have been working on the creation/updating of policies ranging from campus access to the use of video cameras as part of campus safety. As these are fleshed out further, we expect that they will work their way to the Board for consideration.

Related to this, has been the drafting of an Employee Handbook, which our HR Director, Tara Smith, has been leading. This is a long overdue addition to our internal processes. As with the aforementioned policies, as it becomes more fully developed, we will share it with the Board for your review.

\* **Middle States/SUNY/NYSED**

**Self-Study**

The self-study continues on. In December 2019, four faculty/staff members attended Middle States annual conference in Philadelphia. The conference had a number of helpful sessions focused on self-study which will continue to inform the work of the various committees.

As a reminder, included in our self-study are our institutional priorities which will help inform our work as well. They are:

- *Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning*
- *Expanding community engagement through partnerships and enhancing community integration*
- *Improving financial sustainability through increasing enrollment and retention*

**State of the University**

Chancellor Johnson is slated to give her State of the University address on Thursday, January 23<sup>rd</sup>, 2020. I will be attending that, followed by the SUNY Community College President's meeting. Both will be taking place in Albany.

**Budget Advocacy**

As the Board knows, in early December 2019, SUNY requested a letter of support for the proposal requesting that in the 2020 NYS Budget that the community colleges were funded at 100% of the floor or an increase of \$100/FTE. At this point, those efforts are rolling out and I will keep the Board in the loop as they take shape.

\* **Enrollment:**

Our Admissions and Financial Aid staff have been active in their efforts to bring in the Spring 20 class while also working on some strategic enrollment marketing plans for programs that have capacity and are linked to workforce needs in the region. Our last New Student Registration took place on Tuesday, January 21<sup>st</sup>. You will see more on this in his report.

\* **20-21 College Budget**

The budget is in the final stages of the first draft, which we expect sometime this week. From there. As we move through the budget calendar, we will be working with our colleagues across the College community, including the College Senate, to finalize the budget by early April 20 for your consideration.

\* **Campus Safety**

Over the last few years, we have increased our focus and efforts on improving campus safety. This year, our community has addressed several recommendations from the Campus Safety Committee including infrastructural changes (i.e. phones in classrooms, offices and labs; safety door-locks in classrooms, security camera updates, AED/First Aid Kit updates and co-

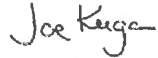
location) improved planning and procedures. We will be continuing to strengthen our culture of safety on campus. Many thanks to all who have participated in these efforts!

\* **Staff Appointments**  
There is nothing to report.

\* **Other**  
There is nothing to report.

That is all for now I look forward to seeing you at your meeting.

Respectfully yours,



**Joe Keegan**  
**President**  
**North Country Community College**

**Table #3 – North Country Community College 2019-2020 Strategic Action Descriptions**

#	Strategic Action	Description
	<b>In Progress</b>	
1	Supporting underprepared students: enhanced early intervention, program wraparound services/resources including academic/food and shelter insecurity	Develop and fund resources and supports to assist underprepared students so as to improve retention and completion opportunities. These include a host of existing efforts such as Quantway, developmental English, retention specialists, AMP, Strong Start to Finish and exploration of new resources including updated and modified CSP 100 College Success Seminar.
2	New Academic Programs	In addition to efforts coming from individual departments, the College has resourced the Coordinator of Career and Technical Education Program and Curricular Development to lead our efforts in identifying 1-2 new CTE programs or certificates for the 19-20 academic year.
	<b>PC Recommended Action Items</b>	
3	Customer Service: Institution-wide student-focused customer service retooling	Examining and assessing current practices and processes in how effectively they serve prospective students, families and the public and making changes to improve College operations. In some cases, our operations have been designed to serve the institution more than the student/prospective student. This initiative proposes to retool that.
5	Foundation and Scholarships: increase annual fund for scholarships	Currently, the College scholarships students to the tune of some \$300,000 annually which comes out of the operating budget. Increasing the amount of scholarship dollars available for the College to distribute that fall outside the operating budget has the potential to reduce our budget deficit.
6	Develop alumni network and communication to help fundraise and support the institution	There has been a felt sense for years that we are missing out by not engaging our alumni more fully to assist in raising funds and supporting the institution. Again, the idea is that this would be an additional source of revenue to help offset operating costs. The challenge is that it is currently not resourced and may have more value from a public relations perspective than a financial one.
9	Institutional Research metrics/dashboards: create, curate, resource and maintain most important IR metrics	Virtually every department relies upon institutional data to plan, deliver and assess institutional effectiveness. From end-of-the-semester program assessment to program review, grant application to grant report, marketing plan to students enrolled, first year retention to first time completion, the list is endless and our abilities are mismatched with our needs. This proposes to address that so we are better position in these and other areas.

<b>PC Recommended to Defer</b>		
4	New Athletic Programs	It was recommended that we explore adding athletic programs such as club hockey, golf and men's lacrosse as a means of increasing recruitment. There are some challenges in doing so, including limitations on our existing facilities (e.g. insufficient locker rooms; singular playing field, limited hours for practice indoors due to current demands for gym). Until these can be answered, it makes sense to defer the recommendation.
7	Strengthen faculty and staff connections with students: clubs, other forms of interaction	This proposal seemed mostly focused on retention, though it could be argued that strengthening faculty and staff connections has the potential to assist with recruitment and completion. While seemingly strategic, it was not fleshed out in ways that we felt we could plan specific steps this year. Perhaps the Campus and Student Life Committee might be able to explore the idea further this year and provide the administration with further ideas on what this might look like?
8	Child-care: explore operating day-care center on campus or similar opportunities for affordable, high quality day-care options for students	While we all share the concern of the high cost of quality day-care for our students and staff alike, this was one idea that was easy to get behind but much more challenging to execute. Thus, we opted to defer on it for this year. Again, if the campus community was interested, we could form a taskforce that could make some recommendations on whether (or how) such opportunities might be feasible for us to pursue.

	Current	Proposed Spring 19	Approved by President's Council Nov 21, 19; Before College Senate
<b>Mission</b>	<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>	<i>North Country Community College ensures open access to high quality postsecondary education and contributes significantly to the development of our communities by preparing an educated citizenry and skilled workforce. We offer transfer and career programs customized to serve specific individual, community, business and economic development needs.</i>	<i>NCCC provides open access to high quality academic programs that prepare students for transfer and career success. The College contributes significantly to the enrichment of our communities by cultivating an educated citizenry, a skilled workforce, and opportunities for lifelong learning.</i>
<b>Vision</b>	<i>Current</i> <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>	<i>Proposed Spring 19</i> <i>Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.</i>	<i>NCCC will provide opportunities for growth and success for our students and community. We are committed to educational experiences that build on the unique environment of the Adirondacks and our institutional values, while nurturing the academic and personal achievement of individuals with diverse backgrounds and aspirations.</i>
<b>Values</b>	<i>Current</i> <ul style="list-style-type: none"> <li>• <i>Honest, open and timely communication</i></li> <li>• <i>Shared Governance</i></li> <li>• <i>Mutual respect for Diversity and Individuality</i></li> <li>• <i>Accountability and Integrity</i></li> <li>• <i>Openness to Change</i></li> <li>• <i>Transparency</i></li> <li>• <i>Intellectual Curiosity</i></li> </ul>	<i>Proposed Spring 19</i> <ul style="list-style-type: none"> <li>• <i>Honest, open and timely communication</i></li> <li>• <i>Shared Governance</i></li> <li>• <i>Celebration of Diversity and Individuality</i></li> <li>• <i>Accountability and Integrity</i></li> <li>• <i>Openness to Change</i></li> <li>• <i>Transparency</i></li> <li>• <i>Intellectual Curiosity</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Academic Rigor and Intellectual Curiosity</i></li> <li>• <i>Compassion and Kindness</i></li> <li>• <i>Accountability, Integrity and Transparency</i></li> <li>• <i>Diversity and Individuality</i></li> <li>• <i>Openness to Change</i></li> <li>• <i>Shared Governance</i></li> </ul>



## **Non-Discrimination Statement Update December 6, 2019**

### **Background and Next Steps**

In an effort to update our Non-Discrimination Statement and better align it with our values as well as those of the larger SUNY system, the College's Diversity Task Force undertook a revision of the statement during the Fall 2019 semester. The updated statement was moved to President's Council at its November 21<sup>st</sup>, 2019 meeting and after some modifications (see highlights below) was unanimously approved. The updated statement was reviewed by the College Senate at its December 6<sup>th</sup>, 2019 meeting and a further clarification was made to the statement. It was approved by the College Senate and will now move onto the Board of Trustees for their next meeting.

### **Proposed Updated Statement**

Below are three versions of the Non-Discrimination Statement. The 1.0 version was moved forward by the Diversity Task Force and was largely supported by President's Council. There were a few changes that were recommended and that version (2.0) was unanimously approved by PC. Version 3.0 emerged out of recommendations from the College Senate.

#### **PROPOSED REVISED STATEMENT 1.0:**

*We embrace and encourage the celebration of differences and affirm the rights of individuals guaranteed by state and federal laws and the U.S. Constitution. We reject all manifestations of discrimination or harassment on the basis of race, color, national origin, religion, creed, age, disability, self-identified sex, gender identity or expression, status of being transgender, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, carrier status, military or U.S. veterans status, domestic violence victim status, prior criminal conviction, socioeconomic status, or any other differences among people which have been excuses for misunderstandings, divisiveness, or hatred. When such rights are infringed upon by violence, threats, or unlawful harassment, the College will use every necessary resource to rapidly and decisively identify perpetrators for civil action, criminal prosecution and/or administrative action.*

#### **PROPOSED REVISED STATEMENT 2.0: (President's Council)**

*We embrace and encourage the celebration of differences and affirm the rights of individuals guaranteed by state and federal laws and the U.S. Constitution. We reject all manifestations of discrimination or harassment on the basis of race, color, national origin, religion, creed, age, disability, self-identified sex, gender identity or expression, status of being transgender, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, carrier status, military or U.S. veteran status, domestic violence victim status, prior criminal conviction, socioeconomic status, or any other differences among people which have been excuses for misunderstandings, divisiveness, or hatred. When such rights are infringed upon by violence, threats, or unlawful harassment, the College will follow due process and use every necessary resource to rapidly and decisively identify perpetrators for administrative action, civil action, and/or criminal prosecution.*

**PROPOSED REVISED STATEMENT 3.0: Final Version - Adopted**

*We embrace and encourage the celebration of differences and affirm the rights of individuals guaranteed by state and federal laws and the U.S. Constitution. We reject all manifestations of discrimination or harassment on the basis of race, color, national origin, religion, creed, age, disability, self-identified sex, gender identity or expression, status of being transgender, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, carrier status, military or U.S. veteran status, domestic violence victim status, prior criminal conviction, socioeconomic status, or any other differences among people which have been excuses for misunderstandings, divisiveness, or hatred. When such rights are infringed upon by violence, threats, or unlawful harassment, the College will follow due process and use every necessary resource to decisively identify perpetrators, which could lead to administrative action, civil action, and/or criminal prosecution.*

**Approvals and Adoptions**

<b>Approved by...</b>	<b>Date</b>
<i>Diversity Task Force</i>	<i>September 2019</i>
<i>President's Council</i>	<i>November 21<sup>st</sup>, 2019</i>
<i>College Senate</i>	<i>December 13<sup>th</sup>, 2019</i>
<i>College President</i>	<i>December 13<sup>th</sup>, 2019</i>
<i>Board of Trustees</i>	<i>December 20<sup>th</sup>, 2019 (email vote)</i>