



## **Board of Trustees Packet**

*February 24, 2023 | 11:00 a.m.*

*Saranac Lake Campus (HH105) and Zoom Access*

- I. Call to Order**
- II. Approval January 27<sup>th</sup>, 2022 Minutes**
- III. Liaison Reports**
  - College Senate
  - NCCCAP
  - CSEA
- IV. College Reports**
  - Board Chair
  - Interim Vice President for Academic Affairs
  - Vice President for Marketing & Enrollment Management
  - Interim Chief Financial Officer
  - Interim Associate Vice President of Student Affairs
  - President
- V. Representative Reports**
  - NCCC Association
  - NCCC Foundation
  - 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 Meeting Minutes  
Friday, January 27<sup>th</sup>, 2023 | 11:00am  
Hybrid Meeting: HH-105 & Zoom

Board Members Present: Steve Reed, Pete Suttmeier, Mary Irene Lee, Jerry Griffin, Dan Kelleher, and Sam Weeks

Excused: Mark Moeller, Donna Wadsworth

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Brian Pelkey, Sarah Maroun, Kim Irland, Kyle Johnston, Chris Knight, Erin Walkow, Dianna Dudley, Allison Warner, Scott Harwood, Dave Merrick, Rob Rathbun, Tina LaMour, and Kim Duffey

---

Board Chair, Steve Reed called the meeting to order at 11:01 a.m.

Minutes

Pete Suttmeier made the motion to accept the November 18<sup>th</sup>, 2022, meeting minutes. Mary Irene Lee seconded the motion. The November 18<sup>th</sup>, 2022, meeting minutes were unanimously approved (6-0-0).

College Senate

No report

NCCCAP

Dave Merrick reported:

- Nursing retention and salaries MOU has been signed between NCCCAP and NCCC. It is anticipated to take effect soon.
  - Joe thanked Dave Merrick and NCCCAP for working the College to make these changes, adding that the challenge is attracting and retaining nursing with current offered salaries. The college is working to make positions more marketable for potential nursing employees.

CSEA

No report

Board Chair Report

Steve Reed reported:

- Both Steve Reed and Pete Suttmeier joined NYCCT (New York Community College Trustees) budget advocacy group for their virtual meeting yesterday. Joe shared the joint NYCCT and NYCCAP one-page advocacy document with members of the board. Steve found the meeting to be informational and that advocacy across the community college sector continues.
  - Pete voiced that NYCCT is working with the President's budget advocacy group

- (NYCCAP)
- Joe expanded the conversation by adding the history of funding and advocating for community colleges. He voiced that work is being done locally and statewide to ask for the funding floor; sharing a united community college message of the need for state support.
- Steve reported that the annual President's performance evaluation draft will be shared with members of the board during the executive session. The goal is to have completed it by the next meeting, allowing time for Joe to review and respond.

#### Interim Vice President for Academic Affairs

Sarah Maroun reported:

- The college has begun the Spring 23 semester; welcome week meetings have been successful.
- D2L pilot program starts on Monday with 7 faculty members working with their Information Technology (IT) colleagues to test the new platform. D2L will be replacing Blackboard as the College's Learning Management System in Fall 2023.
- NYSED recently approved the AEMT Certificate and the Teaching Assistant Certificate.
- There is an opportunity for partnership with area community colleges to deliver a medical tech program. She is working out the details with Selina LeMay-Klippel on finding health care locations, and community college representatives, to see if the program would be viable.
- Meeting regularly with the UpNCoding Company in Tupper Lake to develop a non-credit coding curriculum.

#### Vice President for Marketing and Enrollment Management

Kyle Johnston reported:

- There are 47 new spring applications as of today (up 17% from previous year).
- Fall tracking numbers currently show 61 applicants above last year's numbers.
- Admission team is working with continuing students that could be registering this semester.
- Several campaigns are underway and/or wrapping up including:
  - FISU Games
  - SL Winter Carnival
  - Spring push focusing on:
    - Adult learners
    - Akwesasne Instant Admit(s)
- Full week of campus visit plans are arranged for end of President's Week. The event for promotion and outreach starts today with marketing rolling out next week.
  - All the above are parts of SEM (Strategic Enrollment Management) plan.
    - Developing and starting enrollment sessions and open campus visits; highlighting new forms of marketing. More to come.
- There has been an overhaul of the visit page on the website. Freshening it up with new campus photos, video shoots, with more to come for people to check out.
- Submitting SEM plan soon. The deadline for SUNY (State University of New York) is January 31<sup>st</sup>. As soon as it is out it will be cloned, and an updated version created so it can show results. Working group sessions continue to develop new goals and add to the work already done. The SEM plan will be shared college wide prior to sending it to SUNY.
- Members of the board discussed Kyle's report as it was presented. They spoke of various programs, specifically lacrosse programs, that could come with potential

opportunities.

- Joe shared what has been done historically with lacrosse without the enrollment impact that was hoped for.

#### Interim CFO:

Brian Pelkey reported in Erik Harvey's absence:

- He highlighted the current chargeback numbers and how various counties are affected.
- He shared that expenses are in line with what has been budgeted.
- He shared that currently there are conversations of ways to grow existing funds.
- Board members spoke of the projected budget and previous financials as presented in the report.
  - New initiatives funding and responsible expectations of goals and yield.
  - The current full-time/adjunct faculty student ratio is currently at 11:1 class size on average. It will be projected into the future. It is currently low from a budget standpoint. When looking at rightsizing opportunities, the college is considering options to increase the ratio without overburdening the staff. It was reported that the ratios in 2015 were closer to 17:1.
- Dan Kelleher made a motion to the floor to accept the November and December 2022 financials as they were shared and presented. Jerry Griffin seconded the motion. The motion was unanimously approved. (6-0-0)

#### Associate Vice President of Student Affairs

Kim Irland reported:

- Readiness survey is focused on incoming students. When a student completes their survey, it generates automatic referrals for students who have urgent or complicated questions.
  - Staff are already reaching out to those students to give individualized support.
- Live Zoom orientation sessions and Blackboard self-paced orientation sessions are now available.
- Counseling initiatives will be launching this spring.
- The College is continuing to use HEERF dollars for mental health support services.
- Kim updated the board on the SUNY Tele-Counseling network set to launch Monday.
  - Provided primarily for psychiatric support.
    - Free service for students who are on a SUNY campus.
      - Currently, the program is not available to serve out-of-state students taking classes online.
- Currently, one of eight students are designated to participate in a pilot program for crisis support which the SUNY system is funding.
  - Anticipated launch in February offering 24/7 support with data tracking.
- Students now can self-refer for counseling services.
- The men's basketball team is doing well.
- RA training is in full swing for the next two weeks.
- Designing an updated climate assessment service – to administer soon.
- The Emergency Response Plan updates are underway. The team is also gathering input from outside resources.
- Members of the board discussed Kim's report; talking at length regarding Diversity, Equity, and Inclusion (DEI) initiatives.

#### President:

Joe Keegan reported:

- Joe thanked the board for their continued support of the employees and the College.
- The College is excited about the return of students for Spring 2023. He spoke with RA(s) and looks forward to continuing work with them.
- The administration team looks forward to walking the halls to meet and help students as they start their semester.
- Received from SUNY a request to send information to students who are SNAP eligible.
- Steve and Joe spoke to board members on proposals on the minimum number of board meetings that aligns in case we cannot meet quorum.
  - This includes meeting modalities.
  - The board discussed and agreed to move forward with a new schedule. Plans will be shared with the board soon.
- There are several policies under review by the Policy Committee, which is led by Tara Evans.
- There is still no update on the governor appointments. Joe continues to advocate to the Governor's office to have the college's board fully appointed. It was also reported that there is a similar concern across the CC (Community College) sector.
- The Governor's budget comes out on February 1<sup>st</sup>.
  - The Assembly and Senate will then meet to work on the budget as it is presented.
- Thanks were expressed to Steve and Pete for participating in the NYCCT call. Their presence at these meetings are important and much appreciated.
- Joe shared with the board the current Spring 23 enrollment numbers; he spoke of what the numbers mean with expectations and reality.
- Joe shared that he is proud of the work that Kyle and his team have done with the development of the SEM plan.
- Currently, the Strategic Plan is slated to end in 2022-23. He shared the plan with the President's Council and Long Range in December. Both groups agreed the bones of the plan are good
  - They agreed to build on it and keep it simple with realistic and achievable goals. The process to update the plan will begin shortly.
- HAZMAT surveys begin today to move forward with the projects for Nursing labs. Expecting design work in the next week from JMZ and putting it out for bid in late February.
- He shared with the board that the administrative team have been meeting regularly to formulate a sustainable 2023-24 budget:
  - Reached out to NCCCAP to make recommendations or alternative solutions.
  - Joe reported the 8.2 Committee has met and will present their findings soon. He has great confidence in what their hard work and dedication to the assignment will show.
- The Middle States updated visit will be coming soon. Joe shared they anticipate board participation will be needed.
- Joe spoke with the SUNY Chancellor Dr. King. Looking forward to a future visit from him.
- Members of the board spoke of Joe's report as it was presented: specifically on county and government positions on the board and the need to fill them.

NCCC Association:

Rob Rathbun reported:

- Had one group of 13 members of FISU who stayed in the dorms for 3 nights. The numbers were much less than what they anticipated.

- The formal audit was recently completed (ending June 2022).
- Submitting a revised spending plan for the spring semester to the Association Board next Friday.
- Resident halls picked up 9 new students for the spring semester. There was a loss of 22 due to graduation, withdrawals, and those who left campus in December 2022.
  - Currently, the association expects 68-70 students in the dorms for Spring semester versus the 84 they had in the fall.
- Received full insurance reimbursement of expenses related to mold removal.
- Moved fuel services to another company due to eligibility for state contract spending.
- Updated the board on new and improved food service offerings.
- The Student Government volunteered to pick up the tab for coffee, tea, and hot chocolate service every day in the connector.
- International students are now cleared to work with the Association and the college.
  - Students expressed interest in working this past semester.
- The Association replaced a boiler at the dorms in early January.

#### NCCC Foundation:

Erin Walkow reported:

- Foundation member, Chuck VanAnden, will step down as chair in February. Tom Finch is slated to take his place.
- Suzy Cantwell has recently stepped down from the board.
- Encouraged to continue investing in LiveAlumni. Erin reported she received data for just under 2,000 alumni. She is working on finding ways to engage them.
  - One step is creating a new Foundation webpage for the college.
- In 2022, the Foundation raised 122K compared to 73K in 2021.
- The board requested a financial report for February; specifically, to show movement on donations and growth of scholarships.
- Grant requests are out as well in finding additional monies in growing their capital and allowing the foundation opportunities to give back to the college.

#### Old Business

None

#### New Business

- Steve recommended the college administration begin sharing oral reports every other month; instead of monthly. He would like them to continue with written reports, in a condensed format, monthly.
  - His focus is to keep oral reports brief so there can be focused discussion on the bigger talking points.
  - Joe shared his thoughts about the change.
  - With the exception of the CFO report, members of the board discussed the change and agreed that the reports (both verbal and written) are condensed to one page and oral reports in response to questions.
  - The board unanimously agreed and moved to begin February.

#### Public Comment

None

#### Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:36 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 (6-0-0). Joe Keegan was invited to join the meeting at 12:37 p.m.

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 1:15 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Stacie G. Hurwitch". The signature is fluid and cursive, with a large initial "S" and "H".

Stacie G. Hurwitch  
Assistant Secretary, NCCC Board of Trustees

PENDING APPROVAL | 02/24/2023

Motion:  
Second:  
Action:



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

**February 24, 2023**

Please find the following report from the Academic Area.

**Academic Planning, Programs and Policies:**

**Program Approvals:**

**Approved by NYSED**

- **Advanced Emergency Medical Technician Certificate** (one-year certificate)
- **Teaching Assistant Certificate** (one-year certificate)
- **AAS Human Services** (Distance Learning format approved--95% online)
- **AS Child and Family Services** (Distance Learning format approved--95% online)

**Pending Approval**

- **AS Cybersecurity and Digital Forensics with Herkimer College**
- **AAS Chemical Dependency Counseling** (Distance Learning format--95% online)
- **Expansion of AAS Nursing Program** (additional 32 students—January 2024 target start date)

**New Program Explorations:**

- **Surgical Technician—partnership with Mohawk Valley**

**Non-Credit Offerings in Development:**

- **Childhood Development Associate Certificate:** Nationally recognized certificate for childcare providers.
- **Software Engineering Bootcamp:** Twelve-week course in partnership with UpNCoding to be offered late May 2023. Instruction will be hi-flex (in-person, live online, and recorded).

**Grants and New Initiatives:**

- **Northern Borders Regional Commission Grant (Wastewater Operator Training):** Four students completed the Basic Operations course. Next steps are to host an Industry Roundtable with municipal, county, and state representatives to discuss planning the next round of course offerings. **No new updates.**
- **SUNY Consortium Grant Submission—Federal Department of Labor: No new updates.** Onondaga Community College is planning a convening of the consortium colleges to discuss next steps for grant planning. This grant focuses on Allied Health and Human Services pathways across New York State. **No new updates.**
- **SUNY High Needs Grants:**
  - AAS Nursing Expansion:** Pending Approval for January 2024 start date
  - EMT Training:** EMT Training: 27 students successfully completed EMT courses in Fall 2022. Spring 2023: Anticipate 34 additional EMT students.
  - Advanced EMT Training:** 28 students enrolled for Spring 2023

Respectfully submitted,

Sarah Maroun  
Interim Vice President for Academic Affairs



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

**Enrollment and Financial Aid Updates:**

- **Major project updates:**
  - **SEM PLAN PROJECT:** The final SEM Plan was submitted to SUNY a few weeks back so we have now moved further into the implementation and reporting phases. We are currently planning many of the events and initiatives (tactics) outlined in the plan and we are already able to report some of the preliminary results from fall and spring semester projects. We will continue to add in the stats as projects complete and we will be giving a formal presentation to the college community the latter-part of April.
  - **SLATE CRM (Customer Relationship Management):** Slate has been instrumental in organizing and communicating our currently running Campus Visit Days. The system has been utilized to deliver a weekly drip email campaign to all +3000 prospects and applicants in our pipeline. The Event Management module has been utilized to help take RSVP's for the events occurring at all three campus locations and Akwesasne. Reminders and a follow-up survey have also been developed to round-out these events.
  - **North Country Navigator:** The College Senate Retention and Completion Committee will be taking this topic up at their next meeting on February 24<sup>th</sup> to discuss needs and next steps.
- **The Enrollment Team:** Final application volume for the Spring semester came in at 50 applications above prior year (324 SP23 versus 274 SP22) which represents an 18.25% up-tick. Currently we are trending ahead (+86) for fall applications as well. This week, Amy Tuthill, Sam Phillips, Julie King, and Portia Burke have been conducting Campus Visit Days at each campus location and we surpassed our initial goal of registrants. As of this report, we have 21 RSVP's and I will be able to provide the final number at the BOT meeting on Friday. Meredith Chapman and Rachel Gebhardt have been promoting and coordinating a Counselors' Retreat that we will be hosting on March 17<sup>th</sup>. This will mark the first time that regional counselors have been able to meet-up in over four years. Lastly, we will be hosting a career fair on the Saranac Lake campus next week on March 1<sup>st</sup> and we are planning to do the same on April 27<sup>th</sup> at our Ticonderoga location. We are actively researching the potential of hosting this same type of event at our Malone campus in the future.
- **The Financial Aid Team:** We are very close to being able to start awarding our continuing and incoming students for fall 2023. If testing is able to conclude this week, we should be able to start awarding next week which would be a great improvement over past years and it will help students with their decisions to continue and/or attend.


**Marketing and Web Updates:**

- Our Campus Visit Day marketing promotion runs through this week and we will be able to take a look at how it went early next week. Sign-ups have been better-than-expected so we will likely be planning another round for this type of promo in April or June.
- We've recently wrapped up the work to create our upcoming Criminal Justice & Human Services programmatic campaign. This ad campaign will kick-off on March 1 and will run until the end of the month.
- Our next creative project will be the ad campaign and outreach for our Instant Admission and Registration Events that will take place later this spring. We will have more information on these events soon.




**NC** North Country Community College  
Sponsored · 🌐

Through the Criminal Justice and Human Services programs at North Country, you can earn degrees for careers in Criminal Justice, Chemical Dependency Counseling, Child and Family Services or Human Services!



**CRIMINAL JUSTICE & HUMAN SERVICES**



EXPLORE OUR DEGREES ➤

**NC**

nccc.edu  
**Reach Higher**  
Own Your Future

[Learn more](#)

**NC** North Country Community College  
Sponsored · 🌐

Learn how to positively impact the lives of children, adults, families and those battling addiction with our Human Services programs both on-campus and online!



**CRIMINAL JUSTICE & HUMAN SERVICES**



EXPLORE OUR DEGREES ➤

**NC**

nccc.edu  
**Help Those in Need**  
Online Classes Available

[Learn more](#)



**NC** North Country Community College  
Sponsored · 🌐

Visit one of our 3 campus locations Feb 21-24 and meet with our Admissions and Financial Aid teams to help find your path at North Country.




nccc.edu  
Get to Know NCCC 🌲  
Plan your Campus Visit!

[Learn more](#)

**NC** North Country Community College  
Sponsored · 🌐

Ready to take the leap into higher education? The Admissions and Financial Aid teams at North Country are here to help you take your first steps!



nccc.edu  
Campus Visit Days  
Meet NCCC Feb. 21-24

[Learn more](#)

## Fall 2023 Application Volume

Generated on 02/20/2023 at 10:03:10 AM ET

### Application Categories

Metric	Fall 2023 Applications	Fall 2022 Applications
Applications (total)	784	704
Decided	390	
Applications Under Review (Competitive Admission ...	111	
Incomplete Applications	242	
Withdrawn Applications	41	

### Admissions Decisions

Metric	Fall 2023 Applications	Fall 2022 Applications
Decided Applications (total)	390	
Accepted Students	382	
Standby Queue (PN, RAD, ADN)	8	
Denial		

### Yield (Intent to Enroll)

Metric	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intentions to Enroll	141	87
Admitted: Declined Admission	5	6

**North Country Community College  
Interim CFO's Report to the Board of Trustees  
February 24, 2023**

Greetings,

As always, I hope this report finds you well. In this month's report **I am asking the board for approval of the financial statements for the month ending January 31, 2023.** I will also provide a 5-year projection analysis including the 22-23 forecast with Spring '23 preliminary enrollment factored in, new initiatives, and an option for expense reductions related to rightsizing college operational expenses to the new enrollment level. Lastly, I will share a few departmental updates. **It is important to note that there are no material differences in the 2022-27 projections from our last meeting,** thus if you are pressed for time, you can skip reading the forecast and projection sections. In our April meeting, I will be able to give you a solid picture of where 22-23 will end up and provide a draft of the 23-24 budget.

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

- The close to \$1 million increase in cash is primarily related to 1) NCCC drawing down HEERF lost revenue claims post audit, and 2) the NCCC Association paid down its prior year receivable.
- The \$2.1 million reduction of Accounts Receivable-Students has to do with the 2023 spring semester being delayed for the FISU games and thus invoicing to students is in February current year and was in January in prior year.
- The \$500K reduction in Due from NCCC Association continues to reflect that in prior year the college allowed the Association to carry a short-term liability to the college and use the cash owed to the college to get the new food service up and running and dorms back online post pandemic.
- The \$667K reduction in Due to the Association is also related to the delay in starting the spring semester for the FISU games in the current year. There has been no invoicing to students for rooms, meals, or books yet in the current year that happened in January prior year.

**22-23 Forecast**

- Preliminary Enrollment for Spring 2023
  - Please note that Spring 2023 is behind budget but better than PY.
  - Total FTE of 350 is 8 or 2% more than prior year but 13 or 4% less than budget.
  - In state FTE of 210 is 4 or 2% less than prior year and 18 or 8% less than budget.
  - Out of state FTE of 16 is flat to prior year and 3 or 17% less than budget.
  - Total In/Out FTE of 226 is 4 or 2% less than prior year and 22 or 9% less than budget.
  - Bridge FTE of 75 is 2 or 2% less than prior year but 4 or 5% more than budget.
  - 2nd Chance FTE of 49 is 14 or 42% more than prior year and 5 or 12% more than budget.
- Enrollment full year projections
  - Please note in state declines are being partially offset by bridge and 2<sup>nd</sup> chance Pell.
  - Projected total FTE of 906 is 30 or 4% more than prior year but 39 or 4% less than budget.
  - Projected in state FTE of 477 is 33 or 7% less than prior year and 53 or 10% less than budget.
  - Projected out of state FTE of 44 is 5 or 12% more than prior year but 1 or 3% less than budget.
  - Total In/Out FTE of 521 is 28 or 5% less than prior year and 54 or 9% less than budget.

- Projected Bridge FTE of 251 is 28 or 13% more than prior year and 1 or .4% more than budget.
- Projected 2nd Chance Pell FTE of 134 is 30 or 29% more than prior year and 14 or 12% more than budget.
- Revenue full year projection - \$36K or 0.3% worse than budget
  - \$202K - Loss of tuition and fee related revenue vs. budget due to enrollment declines.
  - \$86K - Reduction of NYS rental aid and aid to small colleges.
  - \$227K - Increase in chargebacks to other counties.
  - \$25K - Increase for reduction of 2<sup>nd</sup> Chance Pell bad debt to \$0. The college hasn't seen any bad debt for this program in a few years.
- Expense full year projection – \$4K or 0.1% better than budget
  - Worse than Budget*
    - \$44K - Salaries as a nursing open position was missed in the budget driving the increase in salaries. Market conditions for hiring Nursing instructors are difficult and this increase will more than likely not be realized as the college is delayed in hiring.
    - \$25K - Utilities in the fall were higher than expected.
    - \$11K - Property and Liability Insurance increase was anticipated after budget was locked due to revaluation of properties and auto collisions.
    - \$9K - Professional Services as more in person student recruiting than anticipated.
    - \$5K - Unemployment as costs were not anticipated in the budget.
  - Better than Budget*
    - \$46K - Library and Instructional Supplies spend is consistent with prior year that was below historical trends.
    - \$25K - Maintenance as facilities is cutting wherever possible.
    - \$20K - Miscellaneous which includes bank charges, catering, professional development, etc.
    - \$9K - Office and General Supplies as spend is consistent with prior year and below historical trends.
    - \$2K - Scholarships as concurrent enrollment is currently projected to be slightly under budget and won't need as many scholarships.
- The full year deficit is currently projected to be \$1.2 million, and the fund balance would finish August 31, 2023, at \$4.95 million or 32% of 22-23 net operating costs.

## 2022-27 5-Year Projections

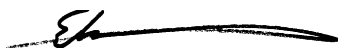
- **Baseline Assumptions**
  - In State projections based on historical trends. 23-24 assumed to drop 7% and 24-27 assumes a drop of 5% year over year.
  - Out-of-State gets back up to average pre-pandemic levels in 22-27.
  - Concurrent enrollment (bridge students) and the Pell prison program bounce back to normal pre-pandemic levels 22-27.
  - 2% Tuition increase year over year 2024-27. (Every 1% increase = \$30K revenue).
  - NYS base aid includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-26.
  - Salaries assume a \$190K increase per year for contractual labor increases. Adjunct and Overload levels are assumed flat to prior years.
  - Benefits assume a 3% increase per year primarily for Health Insurance.
  - Non personnel costs assume a 1.25% increase per year to cover rent escalations and rising IT costs.
  - Starting in July 2025, the NCCC Foundation bonds will mature, and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.
  - Baseline projections with no strategic actions to balance the budget would exhaust the fund balance in early 2025-26.
  -

- **New Initiatives**
  - New initiatives are assumed to be In-State students and are projected to yield \$3.6 million in revenue over the next five years 2022-27.
  - You can see the transformation of the college replacing the historical annual loss of in state FTE with new initiatives and offerings. In 2026-27 normal in state FTE drops by 96 vs. 2022-23 and is replaced by 113 new initiative FTE.
- **Expense Reductions**
  - Currently the college has identified \$1.3 million in savings per year or \$4.6 million over the next four years 2023-27 as an option.
  - The college continues to work on expense reductions near term and assembled an 8.2 committee who proposed alternative options to balance the budget.
  - The college will be guided by the plan for a sustainable future and the strategic plan when formulating any expense reductions.

### Departmental Updates

- Subledger Calendar Year End Processing (1098T, 1099, W-2, etc.) – completed
  - The areas are now assessing the processes to see where efficiencies can be gained in future years.
  - The team went through an unexpected major financial system upgrade that was required to accept the latest software updates for processing year end items. They did a great job under pressure ensuring the system was validated and all year end processing concluded on time. Special thanks to North Country's IT team as well for jumping into action and working with the software vendor off hours to ensure a smooth migration to a new server and instance.
- 2023-24 Budget (*initial forecast included in 5-year projections*)
  - Revenue is almost final - enrollment projection is still a draft.
  - Expenditures
    - Evaluated in the fall by the Administrative Team and options and recommendations were shared with the 8.2 committee.
    - 8.2 committee members reviewed and presented their recommendations to President Keegan and NCCCAP union President Dave Merrick.
    - President Keegan is diligently reviewing the recommendations and data before making decisions to balance the budget deficit and meet the board's objective of stabilizing the fund balance at \$3 million.
    - Departments were recently given templates so they can inform the budget as well and tie their resource needs back to the strategic plan.
  - Next Steps
    - Finalize enrollment and related revenue - February-March.
    - Labor and Benefit projections – February-March.
    - Finalize Non-Personnel expenses – March-April.
    - Present draft to internal committees – April.
    - Present Draft to Board of Trustees - April.
    - Present Final Budget to Board of Trustees – May
    - Present to Counties – July
    - Submit to SUNY - August

Kind regards,



Erik Harvey  
Interim CFO





North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of January 31, 2023**

SUBMITTED TO THE BOARD OF TRUSTEES

February 24, 2023

Presented by

ERIK HARVEY

Interim CFO

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

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 4,440,854	\$ 3,468,392	\$ 972,462
Accounts Receivable-Students	739,198	2,820,110	(2,080,911)
Due From NCCC Association	28,078	543,970	(515,892)
Due From NCCC Foundation (Contributions)	903,073	861,142	41,931
Due From Other Funds	236,240	456,157	(219,917)
Due From Governments (State & Fed Fin Aid)	71,557	89,380	(17,823)
Prepaid Expenses	32,220	22,350	9,870
<b>Total Assets</b>	<b>\$ 6,451,220</b>	<b>\$ 8,261,500</b>	<b>\$ (1,810,280)</b>
<b>Liabilities</b>			
Accounts Payable	\$ 2,139	\$ 30,169	\$ (28,030)
Payroll & Benefits Liabilities	(180,239)	(157,162)	(23,078)
Due to NCCC Association (Room, Meals, Books)	226,466	894,401	(667,935)
Due to NCCC Foundation (Rent)	185,887	186,267	(380)
Due to Other Funds	60	100	(40)
Due to Retirement	105,629	40,563	65,066
Compensated Absences	276,895	269,208	7,687
Other Liabilities	310,727	313,827	(3,100)
<b>Total Liabilities</b>	<b>\$ 927,564</b>	<b>\$ 1,577,374</b>	<b>\$ (649,810)</b>
<b>Month End Equity</b>	<b>\$ 5,523,657</b>	<b>\$ 6,684,126</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 6,451,220</b>	<b>\$ 8,261,500</b>	
<b>Fund Balance Summary</b>			
Prelim Fund Balance as of 09/01/22	\$ 6,170,216		
Estimated 22-23 Surplus (Deficit)	\$ (1,219,417)		
Projected Fund Balance as of 09/01/23 <sup>1</sup>	\$ 4,950,799		
Projected Fund Balance as a % of NOC	32%		
<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 \$14,876,190.			

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

	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 5,364,492	\$ 2,770,045	\$ (2,594,447)	52%
Sponsors' Contribution	2,380,000	975,000	(1,405,000)	41%
Chargebacks	725,000	436,985	(288,015)	60%
Out-of-State Tuition	356,400	208,984	(147,416)	59%
State Aid	4,090,485	1,071,662	(3,018,823)	26%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,200,428	505,147	(695,281)	42%
<b>Total Revenues</b>	<b>\$ 14,116,804</b>	<b>\$ 5,967,823</b>	<b>\$ (8,148,982)</b>	<b>42%</b>
<b>Expenditures</b>				
Salaries	\$ 7,242,413	\$ 3,068,121	\$ 4,174,292	42%
Payroll Taxes	554,045	220,620	333,425	40%
Medical	2,124,575	841,813	1,282,762	40%
Retirement	716,545	273,894	442,651	38%
Other	114,564	82,165	32,399	72%
Equipment	24,450	18,541	5,909	76%
Facility Leases	1,629,403	678,055	951,348	42%
Utilities	464,000	205,169	258,831	44%
Maintenance	161,025	99,783	61,242	62%
Office & General Supplies	56,085	18,851	37,234	34%
Advertising	184,200	40,911	143,289	22%
Professional Services	103,600	71,011	32,589	69%
Information Technology	475,000	289,661	185,339	61%
Library & Instructional Supplies	313,140	53,699	259,441	17%
Scholarships	743,192	527,608	215,584	71%
Travel	64,716	19,494	45,222	30%
Property & Liability Ins.	149,000	50,881	98,119	34%
Miscellaneous	184,580	120,394	64,186	65%
<b>Total Expenditures</b>	<b>\$ 15,304,533</b>	<b>\$ 6,680,671</b>	<b>\$ 8,623,862</b>	<b>44%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (1,187,729)</b>	<b>\$ (712,849)</b>	<b>\$ 474,880</b>	<b>-40%</b>
Non-Operating Activity	-	66,290	66,290	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (1,187,729)</b>	<b>\$ (646,559)</b>	<b>\$ 541,170</b>	<b>-46%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**22-23 FEBRUARY OPERATING FORECAST**

SUBMITTED TO THE BOARD OF TRUSTEES

February 24, 2023

Presented by  
ERIK HARVEY  
Interim CFO

## 2022-23 February Forecast

For the year ending August 31, 2023

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	530	477	(53)	-10%
Out of State	45	44	(1)	-3%
<b>In/Out of State FTE</b>	<b>575</b>	<b>521</b>	<b>(54)</b>	<b>-9%</b>
Concurrent Enrollment	250	251	1	0%
<b>Core Operating FTE</b>	<b>825</b>	<b>772</b>	<b>(53)</b>	<b>-6%</b>
Pell Prison Program	120	134	14	12%
<b>Total FTE</b>	<b>945</b>	<b>906</b>	<b>(39)</b>	<b>-4%</b>

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 4,769	\$ 4,675	\$ (94)	-2%
Fees	1,077	969	(108)	-10%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	725	952	227	31%
State Aid	4,090	4,005	(86)	-2%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	1,200	1,200	-	0%
Reserve for Bad Debt	(125)	(100)	25	-20%
<b>Total Revenues</b>	<b>14,117</b>	<b>14,081</b>	<b>(36)</b>	<b>0%</b>
<b>Expenditures</b>				
Salaries	7,242	7,281	39	1%
Payroll Taxes	522	527	5	1%
Medical	2,096	2,096	-	0%
Retirement	699	699	-	0%
Other	193	198	5	2%
Equipment	24	24	-	0%
Facility Leases	1,629	1,629	-	0%
Utilities	464	489	25	5%
Maintenance	161	136	(25)	-16%
Office & General Supplies	56	48	(8)	-15%
Advertising	184	184	-	0%
Professional Services	104	112	9	8%
Information Technology	475	475	-	0%
Library & Instructional Supplies	181	135	(46)	-25%
Scholarships	743	745	2	0%
Travel	52	52	-	0%
Property & Liability Ins.	149	160	11	8%
Miscellaneous	330	310	(20)	-6%
<b>Total Expenditures</b>	<b>15,305</b>	<b>15,300</b>	<b>(4)</b>	<b>0%</b>
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (1,188)</b>	<b>\$ (1,219)</b>	<b>\$ (32)</b>	<b>-3%</b>

## North Country Community College

### 5-Year Financial Projection - Option 1

For the 5 years ending August 31, 2027

	Actual	Projected				
	21-22	22-23	23-24	24-25	25-26	26-27
<b>AAFTE Students</b>						
In-State	493	477	444	422	400	380
Out-of-State	39	44	50	50	50	50
New Initiatives	-	27	60	108	113	113
<b>Subtotal In/Out-of-State</b>	<b>533</b>	<b>548</b>	<b>554</b>	<b>580</b>	<b>563</b>	<b>543</b>
Concurrent Enrollment (bridge)	240	251	250	250	250	250
<b>Subtotal Core Operating</b>	<b>772</b>	<b>799</b>	<b>804</b>	<b>830</b>	<b>813</b>	<b>793</b>
Pell Program	104	134	150	150	150	150
<b>Total AAFTE</b>	<b>876</b>	<b>933</b>	<b>954</b>	<b>980</b>	<b>963</b>	<b>943</b>

in thousands

#### Unrestricted Fund

##### Revenue

Operating Revenue	15,137	13,830	13,827	13,786	14,086	13,979
New Initiatives and Opportunities	-	251	471	919	973	971
<b>Total Revenue</b>	<b>\$ 15,137</b>	<b>\$ 14,081</b>	<b>\$ 14,298</b>	<b>\$ 14,705</b>	<b>\$ 15,059</b>	<b>\$ 14,950</b>

##### Expense

Operating Expense	14,514	15,300	15,747	16,100	16,456	16,816
New Initiatives and Opportunities	-	-	-	-	-	-
Expense Reductions	-	-	(745)	(1,210)	(1,329)	(1,329)
<b>Total Expense</b>	<b>14,514</b>	<b>15,300</b>	<b>15,002</b>	<b>14,891</b>	<b>15,127</b>	<b>15,487</b>

##### Operating Surplus (Deficit)

	623	(1,219)	(704)	(186)	(68)	(537)
--	-----	---------	-------	-------	------	-------

Non-Operating	(53)	-	-	-	-	-
---------------	------	---	---	---	---	---

<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ 569</b>	<b>\$ (1,219)</b>	<b>\$ (704)</b>	<b>\$ (186)</b>	<b>\$ (68)</b>	<b>\$ (537)</b>
--	---------------	-------------------	-----------------	-----------------	----------------	-----------------

<b>Fund Balance Beginning 9/1</b>	<b>\$ 5,601</b>	<b>\$ 6,170</b>	<b>\$ 4,951</b>	<b>\$ 4,247</b>	<b>\$ 4,061</b>	<b>\$ 3,993</b>
Changes to Net Position	569	(1,219)	(704)	(186)	(68)	(537)
<b>Fund Balance Ending 8/31</b>	<b>\$ 6,170</b>	<b>\$ 4,951</b>	<b>\$ 4,247</b>	<b>\$ 4,061</b>	<b>\$ 3,993</b>	<b>\$ 3,456</b>
<b>Fund Balance NOC %</b>	<b>42.5%</b>	<b>32.4%</b>	<b>28.3%</b>	<b>27.3%</b>	<b>26.4%</b>	<b>22.3%</b>

#### AAFTE Projections

##### New Initiatives

	22-23	23-24	24-25	25-26	26-27
PN/ADN program back to pre-pandemic levels	-	16	34	34	34
Rad-Tech program back to pre-pandemic levels	-	2	2	2	2
Akwasne student population increase	7	7	7	7	7
AEMT   EMT certification programs	1	8	8	8	8
AS Business: Healthcare Administration track	1	3	5	9	9
Entrepreneurship Certificate	4	4	4	5	5
AA Lib Arts – Early Childhood Ed pathway	14	14	14	14	14
ADN Program Expansion	-	-	24	24	24
Digital Design and Advertising Certificate	-	3	5	5	5
Teaching Assistant Certificate	-	3	5	5	5
<b>Total Projected New Initiative FTE</b>	<b>27</b>	<b>60</b>	<b>108</b>	<b>113</b>	<b>113</b>

In-State Tuition (Per FTE)	\$ 5,280	\$ 5,280	\$ 5,280	\$ 5,280	\$ 5,280
College and Course Fees (Per FTE)	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
Operating Chargeback Rate (Per FTE)	\$ 5,010	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750
AEMT Certificate Revenue (no AAFTE Associated)	\$ 57,000	\$ 0	\$ 0	\$ 0	\$ 0

# Student Affairs

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

## February 2023 BOT Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE & DIRECTOR OF RESIDENCE LIFE & HOUSING  
JERRAD DUMONT – ATHLETICS FACILITY MANAGER  
KENT EGGLEFIELD – SPORTS INFORMATION  
KATHY GOODROW – OFFICE ASSISTANT  
KIM IRLAND – INTERIM ASSOC. VP OF STUDENT AFFAIRS, COLLEGE DIVERSITY OFFICER, AND TITLE IX COORDINATOR  
BRUCE KELLY – COORDINATOR OF STUDENT LIFE  
CHAD LADUE – ATHLETICS DIRECTOR

### Athletic Department News:

- Both Men’s and Women’s Basketball Teams have qualified for the NJCAA Regional Playoffs! Athletic Director Chad Ladue shared “One of the things that I am most proud of this year is that all four of our teams - men’s and women’s soccer and basketball - have made the region III playoffs. Not many colleges in our region can say that they have done this.”
- Women’s Basketball has a record of 14-6 and is currently ranked 13 in the NJCAA National Poll. Men’s Basketball has a record of 16-9.



### Career & Transfer Services News

Registrations for CCN as of Feb. 15, 2023:	Job postings by month on our site:	Top 10 majors sought by employers on NCCC’s site (2/15/23):														
<ul style="list-style-type: none"> <li>• 100 students</li> <li>• 77 employers</li> <li>• 10 alumni</li> <li>• 5 community members</li> </ul>	<table> <tr> <td>Jan – 47</td> <td>August – 76</td> </tr> <tr> <td>Feb – 50</td> <td>September – 1</td> </tr> <tr> <td>March – 104</td> <td>October – 64</td> </tr> <tr> <td>April – 85</td> <td>November – 51</td> </tr> <tr> <td>May – 94</td> <td>December – 54</td> </tr> <tr> <td>June – 63</td> <td>January ‘23 – 48</td> </tr> <tr> <td>July – 48</td> <td>February ‘23 – 58</td> </tr> </table>	Jan – 47	August – 76	Feb – 50	September – 1	March – 104	October – 64	April – 85	November – 51	May – 94	December – 54	June – 63	January ‘23 – 48	July – 48	February ‘23 – 58	<ol style="list-style-type: none"> <li>1. Human Services</li> <li>2. Nursing</li> <li>3. Early Childhood Ed</li> <li>4. Child and Family Services</li> <li>5. Business Administration</li> <li>6. Humanities and Social Science</li> <li>7. Environmental Science</li> <li>8. Health Science</li> <li>9. Individual Studies</li> <li>10. Psychology</li> </ol>
Jan – 47	August – 76															
Feb – 50	September – 1															
March – 104	October – 64															
April – 85	November – 51															
May – 94	December – 54															
June – 63	January ‘23 – 48															
July – 48	February ‘23 – 58															

### Diversity, Equity, Inclusion and Social Justice (DEISJ) & Title IX News

- The February Diversity Newsletter focused on the topics of Understanding Social Identity and Intersectionality: [https://nccc.edu/about/diversity/NCCC%20Diversity%20Newsletter\\_February%202023.pdf](https://nccc.edu/about/diversity/NCCC%20Diversity%20Newsletter_February%202023.pdf)  
Revisit all our Diversity Newsletters online at <https://nccc.edu/about/diversity/>

### Student Life News

Thanks to generous donors and grant funding sought by the Foundation, we have been able to sustain a modest amount of funding for **student emergency funding** requests when they experience an unexpected basic needs setback or financial emergency. You may recall we also launched a **Textbook Grant** last academic year and are lucky to be able to continue this option again.

- Visit <https://nccc.edu/student-support/emergencyfunding.html> for full details on each funding source. Each semester just after e-grades, our Records Office notifies student who are eligible to apply for **SNAP benefits**.
- Visit <https://www.nccc.edu/registration/snap.html> to learn more about this expanded eligibility for CTE students.

Student who would like to access our SGA sponsored campus food pantry can contact [studentlife@nccc.edu](mailto:studentlife@nccc.edu)

**North Country Community College**  
**President's Report to the Board of Trustees**  
**February 24, 2023**

Greetings to you all,

...on this last Friday in February. There's been lots of activity on our campuses. In addition to all the teaching and learning taking place, this week, our Enrollment team is hosting prospective students and their families in a week-long *Campus Visit Days* event. The Nursing and Science Departments have been working with JMZ as they wrap up their design work for the lab upgrades. Several academic programs are gearing up for their annual program advisory board meetings which will take place this semester. Similarly, campus advisory board meetings are being planned for the Malone and Ti campuses this semester. Our Facilities crew has been keeping the campus free of ice and snow, contracting for a roof repair at the Malone campus, and a host of other activities.

Finally, this is the first month where our reporting has slimmed down. I've done my best to provide you with a summary of activities in our area. While it exceeds the one page requested by Chairman Reed, I hope you will not look too unkindly on it.

Looking forward to being with you,

Joe

---

★ **Board Matters**

There are several items before the Board today. These were reviewed and modified by the Board's Executive Committee and the College Attorney. The items include:

- *Board Bylaws*: proposed modifications to the bylaws reflecting these changes.
  - ⑩ *Meeting Number*: A proposal to consider whether to change the minimum number of meetings each year from the current ten (10) to a reduced number more aligned with business brought before the board.
  - ⑩ *Meeting Modalities*: A proposal to consider adopting a policy allowing members to participate remotely and be able to vote, provided that a quorum has been established.
  - ⑩ *Bylaws Update*: as noted.
- *Board Policies*: the Board's *Conflict- of-Interest Policy* is in front of the Board today as well. There are several Board policies working their way through our shared governance system and some could be to you March 2023.

★ **Budgeting and Planning**

□ **2023-2024 Budget:**

- ⑩ **Budget Development**: Erik Harvey and Brian Pelkey have requests for departmental/ area budgets out to budget managers. We expect the budget to be completed later this spring, in line with previous years.
- ⑩ **NCCCAP 8.2 Committee Proposal**: the 8.2 Committee, formed contractually if/when the College recommends retrenchment/reduction in the workforce of NCCCAP members, shared their alternate proposal to the one presented by the College. Their efforts have helped inform our decisions related to the 23-24 budget and our rightsizing plan.

- ⑩ **Budget Advocacy:** Work with the NY Community College Association of Presidents and the NY Community College Trustees' advocacy committees continues, focusing on the legislature as the Governor's FY 24 Budget priorities were released. The Governor proposed a) retaining 100% floor funding at the 22-23 levels, and b) continued funding of a \$60M allocation to support new enrollment initiatives across SUNY, increasing it to \$75M *Transformational Initiatives* funding. The two items getting most of our attention are a) requesting the removal of a 20% holdback of our base aid contingent upon SUNY submitting an alternative plan to fund community colleges, and b) requesting for the addition of the 4% base aid increase.

★ **Enrollment**

- ❑ **Spring 23 Enrollment:** We'll have an update of Spring 2023 post-verification soon and hopefully by the Board's meeting.
- ❑ **Strategic Enrollment Plan:** Kyle Johnston, our VP EM, completed the final edits of the plan. Kyle led the effort, surrounding himself with a solid team, that established ten (10) enrollment-related goals that will help shape our recruitment and retention efforts over the next few years.
- ❑ **Fall 23 Enrollment:** Kyle will be reporting on those efforts.

★ **Other Items of Interest**

- ❑ **Strategic Plan Update**
  - ⑩ *2023-2026:* we are mapping out a process to update the strategic plan, building upon the 2020-2023 plan.
  - ⑩ *2020-2023:* No update.
- ❑ **Foundation**
  - ⑩ *Foundation-BoT Messaging Task Force*
  - ⑩ *Foundation Board Composition:* Farewell to Chuck Van Anden who will now serve on the Foundation Advisory Council. Welcome to Tom Finch who was selected to serve as the next Foundation President.
- ❑ **Grants and Opportunities**
  - ⑩ *Nursing and Science Labs Project:* JMZ Architects is in the final stages of the design phase. Bid announcements are expected to go out March 5<sup>th</sup>, 2023 and will be reviewed at the end of March 2023.
  - ⑩ *Congressionally Directed Spending:* a new round of Congressionally Directed Spending was announced late last week. We are exploring the opportunity for the College to submit a grant.
- ❑ **Information Technology (IT)** – No updates.
- ❑ **NCCCAP** – No updates beyond the 8.2 Committee proposal noted above.
- ❑ **CSEA** – No updates.
- ❑ **Middle State** – No updates.
- ❑ **SUNY** – The Chancellor is expected to visit this semester and we hope members of the Board can join us. Once a date is confirmed we'll let you know.
- ❑ **NYSED** – No updates.

That's all for now. Gratefully yours,

*Joe*

Joe Keegan  
President  
North Country Community