

Board of Trustees Meeting Agenda

11:00 a.m. | Friday, June 25, 2020

Meeting Held Via ZOOM (Information Below)

- I. Call to Order
- II. Approval May 28, 2020 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
 - i Financial Report | May 2020
 - ii Resolution 2019-20 | # 2020-2021 Budget
 - E. President
 - F. Representative Reports
 - i NCCC Association
 - ii 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.

Topic: June Public Session | Board of Trustees

Time: Jun 25, 2020 11:00 AM Eastern Time (US and Canada)

Join Zoom Meeting: <https://us02web.zoom.us/j/86938797411>

Meeting ID: 869 3879 7411

One tap mobile: +16465588656,,86938797411#



Board of Trustees Meeting Minutes | June 28, 2020

Meeting Held Via Zoom Due to the COVID-19 Pandemic

Board Members Present: Steve Reed, Tim Burpoe, Jerry Griffin*, Mark Moeller, Dan Kelleher and Donna Wadsworth, Pete Suttmeier, 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, Diana Fortune, Shir Filler, Lee Susice, Dianna Trummer, Kim Duffey.

Board Chair, Steve Reed, called the meeting to order at 11:04 a.m.

Meeting Minutes

Pete Suttmeier moved to approve the April 24, 2020 meeting minutes pending discussed change. Tim Burpoe seconded the motion. The April 24, 2020 meeting minutes were approved unanimously. (7-0-0)

College Senate

Shir Filler reported:

- Last meeting was May 18th, 2020, with Mary Irene Lee in attendance.
- Officers were voted on and there are new people representing the Senate.
- Approved the Special Admissions Policy
- First vote on a curriculum matter was defeated due to the potential removal of English 101. This will be reviewed in the future.

NCCCAP

Lee Susice reported:

- NCCCAP elections recently occurred, officers remained the same.
- Extended thanks for the College's support in awarding him the Chancellor's Award.
- Faculty are nervous of the uncertainty of what will occur for Fall 2020; a decision will help in the preparation of future coursework. The Board voiced understanding and will get a decision out to the College community as soon as feasible.

CSEA

No report.

Board Chair Report

Steve Reed reported:

There has been discussion in the best way to move the College forward by working with other area schools. This could allow NCCC to acquire more students to build a Lacrosse team by having them train at Northwoods fields. And vice versa - NCCC could help Northwoods. The discussions will continue on pooling resources and prior to any decisions the College and the affected communities will be brought into the loop.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- Despite the hurdles we've faced since March, we had a good end of the semester and subsequent celebration.
- The academic planning process is focusing on Fall 2020; currently looking at two models of contingency plans. The most likely scenario is a mostly remote schedule with exception to some of the applied science and health services courses.
- Continuing registration numbers for Fall 2020 look good at 294, this is compared to 301 this time last year. Our summer numbers are good as well.

*Jerry Griffin has joined the meeting at 11:21am

The board recommended the following resolutions:

- Pete Suttmeier made the motion for the NCCC Board of trustees to approve the extension for the temporary full-time, 164-day, exempt appointment of Summer Dorr, in the position of English Instructor through August 31, 2021. This position is currently funded in the 2020-2021 operating budget. Tim Burpoe seconded the motion. The motion was approved unanimously (8-0-0).
- Pete Suttmeier made the motion for the NCCC Board of trustees to approve the extension for the temporary full-time, 221-day, exempt appointment of Scott Mitchell to the position of Assistant Director of Financial Aid through August 31, 2021. This position is currently funded in the 2020-2021 operating budget. Tim Burpoe seconded the motion. The motion was approved unanimously (8-0-0).
- Pete Suttmeier made the motion for the NCCC Board of trustees to approve temporary full-time, 221-day, exempt appointment of Angela Brice, in the position of Assistant Director of Student Life through August 31, 2021. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

Vice President for Marketing and Enrollment Management

Kyle Johnston highlighted his report:

- Summer Promotion was completed today as it is the last day to register for summer session. It ran for about 4 weeks and the numbers were really good in regard to marketing.
- Final numbers for summer will be reported at the next board meeting. These students are considered visiting students, sometimes from other colleges to catch up or get ahead. However, in the past if they have a good opportunity and experience we can potentially keep them for Fall 2020.
- Program Marketing has been aggressive and is proving successful since the start of Spring 2020.

- Admissions is working with SUNY in their new campaign "Stay Near, Go Far". The system wide approach will be good for the College.
- The Board commented that they have received a number of accolades for the presence of NCCC on social media and other marketing avenues used by Admissions.

Vice President for Administration/CFO:

Bob Farmer shared with the board the financial reports for April 2020. He then updated the board on the current status of financials related to the upcoming budget year.

- The forecast for 2019-20 is fairly similar to the one presented in April 2020. The notable change is that two people are electing to take advantage of the Early Retirement Incentive.
- Cutting state aid for the final quarter but the percentage is unknown at this time.
- The 2020-21 Budget will be presented to the board next month. Bob highlighted several areas of cuts and savings made thus far. The state aid cut will determine the trajectory of this budget. In addition, the impact of athletic programs should the College remain online in the Fall 2020 is unknown. There was discussion of other areas where savings could be made if the state aid becomes a big hit to the College. The board discussed what Bob presented. There was some discussion regarding appropriating the Fund Balance.
- There was discussion about the future of our athletes and the impact they would have regarding NJCAA and financial aid. Some final decision for Fall 2020 could come from NJCAA next month.

President's Report:

Joe Keegan reported:

- Expressed his appreciation for the hard work and dedication from all faculty and staff for making the end of the semester work so well considering the Pandemic. He encouraged anyone who hasn't seen it yet to watch the end of year virtual graduation.
- Thanks were also extended to those involved making the Award page a great and memorable success.
- Dave Howe & David St. Germain are moving to new opportunities, the College is grateful for their time spent here.
- Judy Steinberg is retiring.
- Joe made a final farewell for our beloved colleague Bob Brown who recently passed away. He was a champion of the College and was an integral part to successfully build a foundation for the College years ago.
- Joe reported a lot of energy has been geared towards Fall 2020 planning to include the safety and health of our College community. There should be a final decision on July 1st from the Governor's office.
- Work continues with county and regional workforce partners in how to help those who are filing for unemployment and are looking for a new direction.
- The board discussed Joe's highlights.
- Pete Suttmeier spoke of the potential there is in creating an advisory council to approach and rethink missions in the face of this pandemic. Joe reported the next Strategic Planning group will include a fuller participation of the College and its surrounding community. There was discussion on the incredible perspective outside agencies could contribute to the

growth and service from the College.

NCCC Foundation:

Diana Fortune reported:

- The NCCC 2020 Student Awards for Excellence recognized 79 student recipients. There were 51 individual and 17 corporate underwriters who contributed \$15,375 for these awards. Our thanks to faculty, staff, board members and those in the greater community who made generous donations for this purpose.
- The NCCC Foundation secured \$10,000 from the Adirondack Foundation for NCCC's initiative focused on engaging new non-traditional students
- To date \$4,175 has been secured to support the NCCC Student/Employee Covid-19 Emergency Assistance Fund.

NCCC Association:

No report.

Old Business

None

New Business

After discussion, the board recommended the following resolutions:

- Tim Burpoe made the motion for the NCCC Board of Trustees to approve the renewal of leases with the North Country Community College Foundation to operate the College at the Malone and Ticonderoga Campuses. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).
- Pete Suttmeier made the motion for the NCCC Board of Trustees to approve the adoption of the Employee Handbook as it was presented. Jerry Griffin seconded the motion. The motion was approved unanimously (8-0-0). It was noted that the union contracts will supersede this handbook. This handbook is a companion piece to the faculty handbook.

Executive Session

Dan Kelleher made the motion to enter Executive Session at 12:05 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 and Bob Farmer were invited to join the meeting at 12:05p.m.

Dan Kellerher made a motion to adjourn executive session at 1:30 p.m. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Dan Kelleher made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:30 p.m.

Respectfully Submitted,

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

Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

DRAFT

Thursday, June 25, 2020

Motion:

Second:

Action:

**Interim VPAA Report to the Board of Trustees
June 25, 2020**

Please find the following report from the Academic Area below.

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

- **Academic Planning**
 - **Summer Schedule:** The first session of summer classes is in full swing, and we have had a recent surge in the number of students enrolled in online classes, especially our Natural Science courses.
 - **Fall Planning:** We continue to refine our contingency plans as we wait for a final decision regarding course delivery in the fall. We have contingency plans for three possible scenarios: 1) Face-to-face hybrid classes; 2) More limited face-to-face hybrid classes with some exceptions including labs, (Science, Allied Health, Art, Writing); testing can take place; and 3) Mostly remote with very few exceptions (Allied Health labs); buildings open on limited basis; online tutoring only and online library services only. Contingency plans for fall athletic seasons are currently under discussion with the NJCAA and our region.
 - **New Program Initiatives:**
 - **Water/Wastewater:** Grant proposal to launch a water/wastewater training program was submitted to the Northern Border Regional Commission on June 1st. We await a response.
 - **Workforce Development / Career Services:** We have met bi-weekly with regional workforce development partners to see how NCCC can help community members during and after the current COVID-19 crisis for the last few months. These are quite helpful to understand the changing labor circumstances and needs in our region.
 - **St. Regis Mohawk Tribe:** Planning for the three courses scheduled at Akwesasne with be in accordance with those for our other three campuses.
- **Academic Programs: No recent updates**
 - **AA Lib Arts and Sciences – Hum/Soc Science – Early Childhood/Childhood Teacher Ed Track:** Approved by SUNY in February and just recently approved as of April 13, 2020 by New York State Education Department. We are working with the enrollment team to begin marketing the program.
 - **AS Business Administration—Health Care Management Track:** Submitted to SUNY for review. SUNY has asked for some clarification and minor changes. We will work with the Business Dept. and resubmit.
 - **Advanced EMT Certificate:** No new updates.
- **Continuing Education:** A group of faculty and staff led by Selina have been working on some online offerings for the public. We had a very successful launch of the first “North Country Live” sessions last Thursday! Selina did a presentation and led a discussion on “Resilience in a Time of Crisis.” There were quite few people in attendance
- **Special Admissions Policy:** In order to assure that our registration process aligns with SUNY policy, we are changing some of the language on our applications and the Special Admissions paperwork. Previously, we have asked students for information around prior felony convictions before registering them for classes. SUNY policy states that we cannot ask for that information unless the student is entering a program that requires clinical, internship, study abroad, and/or

field experiences or will be living on campus. We will work to make sure the processes are in place to only obtain that information if the student will be participating in any of the activities specified above.

- ***Middle States/Assessment of Student Learning:***
 - **Program Review:** Three program reviews were completed this past academic year: *AAS Radiologic Technology, AAS Chemical Dependency Counseling, and AAS Human Services*. Thanks to all who were involved in completing these important reviews.
 - **Assessment:** Compiling spring 2020 assessment results is underway. We are working individually with academic departments to work with a new assessment system in Blackboard. This year completes a three-year cycle of assessment across all of our academic programs. In addition to student learning outcomes assessment, we launched a student opinion survey, which included a separate section of questions focused on the COVID-19 disruption. This will help us make adjustments as we prepare for the Fall semester and beyond.
 - **MSCHE Self-Study:**
 - The Steering Committee met on May 18th. Working groups will complete drafts for each standard over the summer. The goal is to have a working draft by September.
 - **Team Chair for MSCHE Spring 2021 Visit:** We had an introductory meeting with the Team Chair, Dr. Kristy Bishop. We decided on a preliminary date in the beginning of November for a virtual team chair visit. This will facilitate a smoother self-study visit in the Spring of 2021.
 - **NCCC Student Survey:** Student responses to the NCCC survey distributed in early May have been steadily coming in. We will provide a summary of results after the survey is complete. SUNY has also sent information around a student survey, but we are still awaiting more direction on how/whether to administer the survey to our students.
 - **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:*** We collected Academic Continuity plans from all area districts for the dual enrollment offerings through NCCC. Districts were required to submit these to the New York State Education Dept., so we are only requesting that they pass those plans along to us as well. We are developing registration forms for next year as we wait to see how our local school districts plan to move forward.
- ***Professional Development:*** Optional professional development activities will be available for faculty throughout the summer. SUNY is offering a four-day Remote Teaching Institute from June 22nd-26th.
- ***Academic Policies:*** No new updates.

★ **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. SUNY has offered all participating schools a “coach” to work with as we develop new and revised programs. We will gladly accept that opportunity. College Success Program sections have been added to the schedule for Fall 2020.
- ***Second Chance PELL:*** Classes will resume for the summer session at Bare Hill and Franklin facilities on June 22nd, while classes at FCI are slated to begin on June 29th. We are offering courses at all three facilities, but have limited the number of course offerings. We have been asked to participate in a new program that will allow faculty and students to communicate via an electronic message transfer system. So far, the program seems to be successful.
- ***P-TECH Program*** – On June 17, Northern Borders Academy held an outside graduation ceremony at the Malone Campus. There were twelve students who received their diplomas as faculty and staff wished them well. We welcome our first cohort of freshman students at NCCC in the fall 2020 semester! We will continue to work through contingency plans for fall classes in conjunction with FEH BOCES.
- ***Quantway:*** Given the uncertainty around fall course offerings, we will be limiting our Quantway offerings for fall.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President - Marketing and Enrollment

Report to the Board of Trustees

Created June 20, 2020

Admissions and Financial Aid Team Updates:

- The Admissions and Financial Aid teams continue to work 1 on 1 with new students working them through the enrollment pipeline. We continue to chip away at the application number fallout that happened during the first 3-4 weeks of the covid-19 pandemic. We saw a sharp decline of applications which hit -15% at one point but we have been trending in the right direction. As of this past week we are now only down -10% on application volume when compared to last year.
- We have continued to brand and build-out North Country Live which you can find at www.nccc.edu/live. The enrollment team has been offering general sessions, financial aid sessions (Money Matters Mondays), program specific sessions (Friday Features) and special sessions for our business/industry/agency partners. Two weeks ago we started offering more community-focused webinars over this new channel for the college and we've had a pretty good turnout at the sessions. They are not focused on recruitment but the enrollment team has been doing all of the behind-the-scenes work as well as the communications and follow-ups with attendees. This project was developed for community outreach with topics specifically designed to help people during these tough times. The first two sessions were "Resilience in a Time of Crisis" and "Mindfulness and Mental Health" hosted by Selina LeMay-Klippel and Angela Brice respectively.
- Financial Aid has recently finished up the Satisfactory Academic Progress process and have been working with students that are heading towards suspension. They have also begun the fall awarding process for current students now that tuition has been set for the upcoming year. Additionally, we brought together a working group to lay out what the financial aid web presence (which will be called "Paying for College" to broaden and bring in business office information) will look like in the future. Work has begun on the new pages and content is being developed at www.nccc.edu/paying-for-college (currently under construction).

Marketing and Web Team Updates:

- The program-specific marketing campaign for all business programs is still running and will phase out this week. We've begun our work for the Human Services programs campaign and plan to have all creative development done by the end of this week to launch next week. Next up will be Criminal Justice in early July. All new program landing pages can now be found at the new www.nccc.edu/programs page.
- We're getting close to wrapping up our work for the upcoming scholarship campaign which will feature the new Foundation Opportunities Scholarship prominently. Additionally, we were fortunate to receive a \$10,000 grant so we will advertise heavily through direct mail, online/social ads and regional radio. Additional information can be found at our new www.nccc.edu/scholarships page.
- This next week we will start to build out the final campaign of this enrollment cycle which will take us all the way into fall semester. We've held up work on this because the look and messaging will rely heavily on the decision to be mostly online or mostly on-campus this fall. We will either go with a fall theme much like we did for the www.nccc.edu/summer campaign or we will focus more on the "Express Enrollment" messaging which is what we did leading into this past spring semester. I'll be able to provide more information on this and hopefully some of the artwork at our July board meeting.

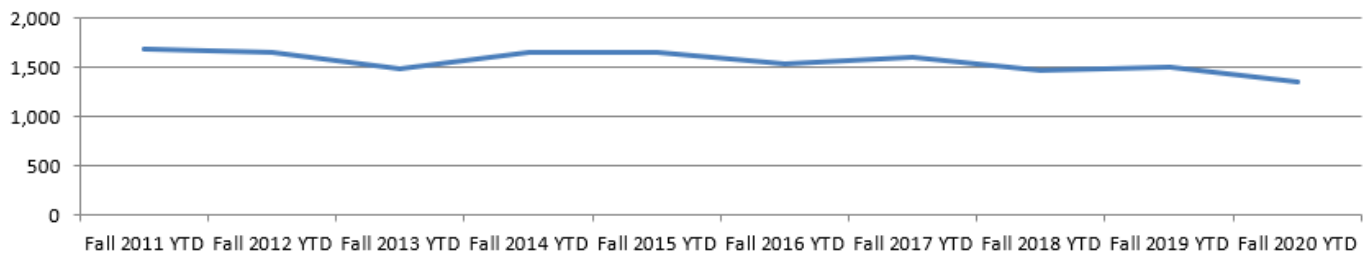
Application Pipeline (Fall)

Current Year: 2020

Data Date: 6/15/2020 *Rough estimate based on available data in CAMS

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2011	Fall 2012	Fall 2013	Fall 2015	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	Final	Final	Final	Final	Final	Final	Final	Final	Final
Fall Applications (YTD)	1,688	1,656	1,481	1,647	1,647	1,540	1,602	1,474	1,496	1,347	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802	1,713
Deposits	429	466	341	409	416	382	362	329	313	361	449	479	351	481	472	533	451	405	390
Admits	651	621	644	689	604	621	617	533	615	454	696	653	771	797	694	762	724	522	572
Wait List (Nursing, RAD)	26	3	24	56	75	63	62	37	64	35	27	4	24	38	63	39	59	17	49
Other Application Status	0	251	31	139	0	0	0	0	0	1	16	253	32	3	1	3	0	0	0
Received Applications	1	4	6	21	9	19	12	18	9	1	2	4	9	1	24	7	4	8	12
Incomplete Application	116	182	339	273	407	305	336	523	372	405	170	217	390	14	233	342	322	597	55
Application Withdrawn	123	110	74	56	129	37	33	30	121	90	131	109	76	581	181	68	74	237	321
Inactive Application	0	0	0	0	0	111	177	1	1	0	0	0	0	0	0	167	260	12	1
Application Rejected	342	19	22	4	7	2	3	3	1	0	352	21	20	6	214	6	4	4	1
Registered First Time, Transfer	0	0	0	0	0	0	0	0	238	192	628	640	510	575	469	443	456	426	412

Fall Applications (YTD)



Financial Aid Packaging (Fall)

INCOMING	Fin Aid Offers Sent	Fin Aid Offers Accepted	FAFSA Incomplete (unable)	
Fall 2020	227/35	41	41/17	6/17/2020
Fall 2019	301	74	45	6/19/2019
Fall 2018	280 (63 PTP)	61	48	5/24/2018

RETURNING	Fin Aid Offers Sent	Fin Aid Offers Accepted	FAFSA Incomplete (unable)	
Fall 2020	20	6	9	6/17/2020
Fall 2019	174	17	20	6/19/2019
Fall 2018	137			5/24/2018

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	7,866 % of Total: 100.00% (7,866)	6,323 % of Total: 100.00% (6,323)	00:01:56 Avg for View: 00:01:56 (0.00%)	3,783 % of Total: 100.00% (3,783)	64.26% Avg for View: 64.26% (0.00%)	48.09% Avg for View: 48.09% (0.00%)	\$0.00 % of Total: 0.00% (\$0.00)
1. /	3,151 (40.06%)	2,564 (40.55%)	00:02:52	2,494 (65.93%)	62.43%	59.54%	\$0.00 (0.00%)
2. /programs/	455 (5.78%)	236 (3.73%)	00:00:19	70 (1.85%)	45.71%	18.02%	\$0.00 (0.00%)
3. /registration/index.html	190 (2.42%)	160 (2.53%)	00:01:24	39 (1.03%)	46.15%	36.84%	\$0.00 (0.00%)
4. /5-hour-pre-licensing-course/	144 (1.83%)	130 (2.06%)	00:04:55	125 (3.30%)	90.40%	88.19%	\$0.00 (0.00%)
5. /news-events/suny-empire-nccc-new-pathways.html	119 (1.51%)	112 (1.77%)	00:02:45	111 (2.92%)	92.79%	89.92%	\$0.00 (0.00%)
6. /live/	115 (1.46%)	97 (1.53%)	00:02:26	74 (1.95%)	52.70%	44.35%	\$0.00 (0.00%)
7. /nursing/index.html	112 (1.42%)	60 (0.95%)	00:01:28	3 (0.08%)	66.67%	19.64%	\$0.00 (0.00%)
8. /apply/index.html	100 (1.27%)	79 (1.23%)	00:02:44	19 (0.50%)	77.78%	50.00%	\$0.00 (0.00%)
9. /office-of-academic-affairs/index.html	100 (1.27%)	80 (1.27%)	00:00:34	6 (0.16%)	16.67%	11.00%	\$0.00 (0.00%)
10. /employee-directory/index.html	91 (1.16%)	77 (1.22%)	00:03:41	20 (0.52%)	45.00%	53.95%	\$0.00 (0.00%)
11. /admissions/index.html	89 (1.13%)	72 (1.14%)	00:01:02	15 (0.40%)	60.00%	22.47%	\$0.00 (0.00%)
12. /summer/index.html	86 (1.09%)	77 (1.22%)	00:04:08	22 (0.58%)	81.82%	63.95%	\$0.00 (0.00%)
13. /library/index.html	83 (1.06%)	56 (0.89%)	00:05:07	13 (0.34%)	76.92%	53.01%	\$0.00 (0.00%)
14. /news-events/summer-series.html	82 (1.04%)	65 (1.03%)	00:00:54	49 (1.30%)	85.71%	57.32%	\$0.00 (0.00%)
15. /careers/index.html	70 (0.89%)	63 (1.00%)	00:00:54	15 (0.40%)	86.67%	65.71%	\$0.00 (0.00%)
16. /live/live_registration.html	68 (0.86%)	61 (0.96%)	00:02:54	17 (0.45%)	89.24%	92.35%	\$0.00 (0.00%)
17. /financial-aid/index.html	63 (0.80%)	55 (0.87%)	00:01:54	9 (0.24%)	50.00%	29.68%	\$0.00 (0.00%)
18. /campus-store/index.html	60 (0.76%)	50 (0.79%)	00:04:18	12 (0.32%)	59.33%	58.33%	\$0.00 (0.00%)
19. /coronavirus-response/	60 (0.76%)	57 (0.90%)	00:01:17	14 (0.37%)	64.29%	33.33%	\$0.00 (0.00%)
20. /transcripts/	60 (0.76%)	57 (0.90%)	00:02:56	38 (1.00%)	76.32%	78.33%	\$0.00 (0.00%)



OPPORTUNITIES AT AKWESASNE

**COME
NC**
THE DIFFERENCE

North Country Community College and the Saint Regis Mohawk Tribe's Education Division have formed a partnership to bring North Country courses to Akwesasne.

The first three courses were offered at Akwesasne in the fall of 2019, allowing Akwesasne residents and students from the surrounding area the opportunity to pursue a college degree.

Now, earning a degree from North Country Community College has never been more accessible. With select courses offered each semester at the Ionkwaklohkwaron Tribal Administration building, the short drive to Malone and the availability of online courses, completing your degree is more achievable than ever before.



Ready to get started?

North Country is offering three on-site courses for Fall 2020 along with a full complement of additional classes online.

BUS 220 Business Communications
HHS 101 Intro to Human Services
MAT 120 Intro to Math Concepts

For enrollment information please contact Amy Turill at aturnill@nccc.edu or 518-891-3915 ext. 1282.

For information on Tribal Funding and how to apply for those funds, visit the Tribal Education Division's web page: smt-nsn.gov/education/education-division, or contact Joni Cole at Joni.Cole@smt-nsn.gov



Imagine running your own business and going to work every morning knowing that you are living your dream. Imagine having a career in your chosen field, one that satisfies you and makes you excited to go to work each and every day.

At North Country Community College, our business programs provide a holistic curriculum that aims to build strengths, while giving you applied learning opportunities that will aid in real world business situations. Don't just get a job, begin your career in business when you enroll in any of the North Country Community College business programs. North Country offers exciting programs in Business Administration (on-campus and online), Sports and Events Management and Entrepreneurship Management that launch you into high-demand careers or transfer pathways.



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of May 31, 2020

SUBMITTED TO THE BOARD OF TRUSTEES

June 25, 2020

ROBERT FARMER

Vice President of Administration, CFO

EH 6.13.20

North Country Community College Balance Sheet MAY 31, 2020			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,883,046	\$ 5,026,820	\$ (143,774)
Accounts Receivable-Students	281,796	(108,538)	390,333
Due From NCCC Association	242,336	50,996	191,341
Due From NCCC Foundation (Contributions)	843,425	1,179,308	(335,883)
Due From Other Funds	464,218	477,314	(13,095)
Due From Governments (State & Fed Fin Aid)	634,174	731,380	(97,206)
Prepaid Expenses	51,778	103,015	(51,238)
Total Assets	\$ 7,400,773	\$ 7,460,295	\$ (59,522)
Liabilities			
Accounts Payable	\$ 4,194	\$ 225,500	\$ (221,306)
Payroll & Benefits Liabilities	8,033	5,878	2,156
Due to NCCC Association (Room, Meals, Books)	402,333	456,439	(54,106)
Due to NCCC Foundation (Rent)	314,412	702,528	(388,116)
Due to Other Funds	120	20	100
Due to Retirement	319,073	242,355	76,718
Compensated Absences	256,362	249,943	6,418
Other Liabilities	476,432	368,645	107,787
Total Liabilities	\$ 1,780,959	\$ 2,251,309	\$ (470,350)
Month End Equity	\$ 5,619,814	\$ 5,208,986	
Total Liabilities & Equity	\$ 7,400,773	\$ 7,460,295	
Fund Balance Summary			
Fund Balance as of 09/01/19	\$ 4,620,020		
Estimated 19-20 Surplus (Deficit)	\$ (475,465)		
Projected Fund Balance as of 09/01/20 ¹	\$ 4,144,555		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.			

North Country Community College Revenues & Expenditures MAY 31, 2020				
	Annual <u>Budget</u>	YTD <u>Actual</u>	19-20 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,948,711	\$ 5,549,810	\$ (398,902)	93%
Sponsors' Contribution	2,380,000	1,570,000	(810,000)	66%
Chargebacks	713,800	598,651	(115,149)	84%
Out-of-State Tuition	837,905	832,084	(5,821)	99%
State Aid	4,184,755	3,157,049	(1,027,707)	75%
Contributions	1,098,500	811,795	(286,705)	74%
Total Revenues	\$ 15,163,671	\$ 12,519,388	\$ (2,644,283)	83%
Expenditures				
Salaries	\$ 7,510,437	\$ 5,715,253	\$ 1,795,184	76%
Payroll Taxes	574,548	405,957	168,592	71%
Medical	2,062,677	1,567,441	495,236	76%
Retirement	646,507	576,041	70,466	89%
Other	150,276	187,548	(37,272)	125%
Equipment	84,075	19,597	64,478	23%
Facility Leases	1,455,130	1,080,929	374,201	74%
Utilities	295,750	229,994	65,756	78%
Maintenance	207,650	128,348	79,302	62%
Office & General Supplies	88,027	33,497	54,530	38%
Advertising	172,950	105,871	67,079	61%
Professional Services	101,400	63,358	38,042	62%
Information Technology	353,170	259,814	93,356	74%
Library & Instructional Supplies	196,923	188,994	7,929	96%
Scholarships	515,000	586,817	(71,817)	114%
Travel	169,770	63,814	105,956	38%
Property & Liability Ins.	140,000	134,335	5,665	96%
Miscellaneous	430,005	313,181	116,824	73%
Total Expenditures	\$ 15,154,295	\$ 11,660,788	\$ 3,493,507	77%
Operating Surplus (Deficit)	\$ 9,376	\$ 858,600	\$ 849,224	9057%
Non-Operating Activity	-	12,706	12,706	NA
Total Fund Surplus (Deficit)	\$ 9,376	\$ 871,306	\$ 861,930	9193%

North Country Community College

June Forecast

For the year ending August 31, 2020

	Budget	Forecast	Forecast More (Less) vs. Budget	
FTE				
In-State	710	595	(115)	-19%
Out of State	70	71	1	2%
Concurrent Enrollment	245	253	8	3%
Core Operating FTE	1,025	919	(106)	-11%
Pell Prison Program	155	146	(9)	-6%
Total FTE	1,180	1,065	(115)	-11%
Unrestricted Fund				
Revenues				
In-State Tuition	\$ 4,901,703	\$ 4,397,874	\$ (503,829)	-10%
Out-of-State Tuition	837,905	832,084	(5,821)	-1%
Fees	1,336,500	1,283,068	(53,432)	-4%
Sponsor's Contribution	2,380,000	2,380,000	-	0%
Chargebacks to Other Counties	625,000	625,000	-	0%
State Aid	4,184,755	4,146,755	(38,000)	-1%
Contributions & Other Income	1,098,500	1,074,320	(24,180)	-2%
Reserve for Bad Debt	(200,692)	(280,000)	(79,308)	40%
Total Revenues	15,163,671	14,459,100	(704,571)	-5%
Expenditures				
Salaries	7,510,437	7,547,236	36,800	0%
Payroll Taxes	548,538	530,073	(18,466)	-3%
Medical	2,062,677	1,987,752	(74,925)	-4%
Retirement	646,507	721,507	75,000	12%
Other	176,286	226,929	50,644	29%
Equipment	84,075	25,000	(59,075)	-70%
Facility Leases	1,455,130	1,455,130	-	0%
Utilities	295,750	250,750	(45,000)	-15%
Maintenance	207,650	167,650	(40,000)	-19%
Office & General Supplies	88,027	78,027	(10,000)	-11%
Advertising	172,950	172,950	-	0%
Professional Services	101,400	108,737	7,337	7%
Information Technology	353,170	303,170	(50,000)	-14%
Library & Instructional Supplies	196,923	198,994	2,071	1%
Scholarships	515,000	586,817	71,817	14%
Travel	169,770	65,064	(104,706)	-62%
Property & Liability Ins.	140,000	141,176	1,176	1%
Miscellaneous	430,005	367,603	(62,402)	-15%
Total Expenditures	15,154,295	14,934,565	(219,730)	-1%
Unrestricted Fund Surplus / (Deficit)	\$ 9,376	\$ (475,465)	\$ (484,841)	5171%

NORTH COUNTRY COMMUNITY COLLEGE

RESOLUTION

WHEREAS the Budget and Fee Schedule for 2020-2019 has been developed as part of the 2020-2021 operating budget; and

WHEREAS it is required that the College submit the approved Budget & Fee Schedule to the State University of New York when it submits its budget,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the attached Operating Budget & Fee Schedule for the academic year beginning September 1, 2020 and ending August 31, 2021.

2019-21 | #14

June 25, 2020

Motion:

Seconded:

Motion Passed/Postponed/Not Passed: (0-0-0)

REVENUE AND EXPENDITURE BUDGET

6/19/2020

FISCAL YEAR 2020 - 2021

	2019-2020 Budget	2019-2020 Forecast	2020-2021 Budget	20-21 Budget More (Less) vs. 19-20 Forecast	
REVENUES					
In-State Tuition	\$ 4,589,711	\$ 4,117,874	\$ 4,172,399	\$ 54,525	1.3%
Out-of-State Tuition	837,905	832,084	747,053	(85,031)	-10.2%
College and Course Fees	1,359,000	1,283,068	1,209,821	(73,247)	-5.7%
Sponsors' Contribution	2,380,000	2,380,000	2,380,000	-	0.0%
Chargebacks	713,800	625,000	625,000	-	0.0%
State Aid	4,184,755	4,146,755	4,069,382	(77,373)	-1.9%
Contributions & Other Income	1,098,500	1,074,320	1,153,500	79,180	7.4%
Total Revenues	<u>15,163,671</u>	<u>14,459,100</u>	<u>14,357,155</u>	<u>(101,945)</u>	<u>-0.7%</u>
EXPENDITURES					
Salaries	7,510,437	7,547,236	7,134,020	(413,217)	-5.5%
Benefits					
Payroll Taxes	574,548	560,045	545,752	(14,293)	-2.6%
Medical	2,097,880	2,026,810	2,057,012	30,202	1.5%
Retirement	669,198	742,808	620,050	(122,758)	-16.5%
Other	92,382	136,598	107,535	(29,063)	-21.3%
Total Benefits	<u>3,434,008</u>	<u>3,466,261</u>	<u>3,330,350</u>	<u>(135,911)</u>	<u>-3.9%</u>
Equipment	84,075	25,000	34,050	9,050	36.2%
Contractual					
Rental	1,455,130	1,455,130	1,448,480	(6,650)	-0.5%
Utilities	295,750	250,750	301,500	50,750	20.2%
Maintenance	207,650	167,650	167,150	(500)	-0.3%
Office & General Supplies	288,027	210,218	219,725	9,507	4.5%
Advertising	172,950	172,950	206,050	33,100	19.1%
Professional Services	101,400	108,737	118,200	9,463	8.7%
Information Technology	353,170	303,170	291,370	(11,800)	-3.9%
Library and Instructional Supplies	200,336	208,994	197,595	(11,399)	-5.5%
Scholarships	515,000	586,817	485,000	(101,817)	-17.4%
Travel	198,901	89,581	101,550	11,969	13.4%
Property & Liability Insurance	140,000	141,176	145,000	3,824	2.7%
Miscellaneous	197,461	200,895	207,817	6,922	3.4%
Total Contractual	<u>4,125,775</u>	<u>3,896,067</u>	<u>3,889,437</u>	<u>(6,631)</u>	<u>-0.2%</u>
Total Expenditures	<u>15,154,295</u>	<u>14,934,565</u>	<u>14,387,856</u>	<u>(546,709)</u>	<u>-3.7%</u>
Transfer from Fund Balance	-	475,465	30,701	(444,764)	-93.5%
Surplus / (Deficit)	<u>\$ 9,376</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.0%</u>

**North Country Community College
Five Year Plan**

FTE's	1,065	1,050	1,047	1,035	1,025
	19-20	20-21	21-22	22-23	23-24
Revenue					
Tuition	\$ 4,949,957	\$ 4,884,452	\$ 4,983,978	\$ 5,030,269	\$ 5,092,176
Fees	\$ 1,283,068	\$ 1,244,821	\$ 1,240,616	\$ 1,220,149	\$ 1,204,307
State Aid	\$ 4,146,755	\$ 4,069,382	\$ 3,953,352	\$ 3,913,131	\$ 3,887,935
County Aid	\$ 2,380,000	\$ 2,380,000	\$ 2,380,000	\$ 2,380,000	\$ 2,380,000
Chargebacks	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000
Contributions	\$ 925,080	\$ 1,025,000	\$ 925,000	\$ 925,000	\$ 925,000
Interest & Earnings	\$ 60,948	\$ 60,000	\$ 50,000	\$ 50,000	\$ 50,000
Other	\$ 88,292	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500
Total Reveue	\$ 14,459,100	\$ 14,357,155	\$ 14,226,446	\$ 14,212,049	\$ 14,232,918
Expense					
Salaries	\$ 7,547,236	\$ 7,134,020	\$ 7,134,020	\$ 7,134,020	\$ 7,134,020
Benefits	\$ 3,466,261	\$ 3,330,350	\$ 3,492,809	\$ 3,663,250	\$ 3,842,212
Contractual	\$ 3,921,067	\$ 3,923,487	\$ 3,942,104	\$ 3,960,815	\$ 3,979,619
Total Expense	\$ 14,934,565	\$ 14,387,856	\$ 14,568,933	\$ 14,758,084	\$ 14,955,851
Surplus (Deficit)	\$ (475,465)	\$ (30,701)	\$ (342,487)	\$ (546,035)	\$ (722,932)
FTE's Needed to Breakeven	56	4	40	64	85

Assumptions:

FTE's	FTE per year deltas according to SUNY NYS high school graduate market analysis. Out-of-State, concurrent enrollment, and pell program are flat to 20-21
Tuition	3% Increase year over year after 20-21
Fees	Assumed same rates as 19-20, proportionate to FTEs
County Aid	Assumed to remain flat
State Aid	Base aid rate assumed to be cut 0% but with no increase per FTE or floor. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation
Salaries	0% increase per year - flat to 20-21
Benefits	5% increase per year
Contractual	.5% increase per year
Prison Program	Assumed to continue - No official approval
Donations	\$100K from Foundation one-time for 20-21

**North Country Community College
President's Report to the Board of Trustees
June 25th, 2020**

Greetings to you all,

I hope this finds you and yours safe and well. The last four weeks have seemingly flown by. There has been much activity, despite the physical distancing and remote work environment. We have seen a positive enrollment bump in Summer 2020 classes, have rolled out new marketing campaigns including the Foundation-supported Opportunity Scholarship, and have been intensively planning surrounding our reopening for Fall 2020. On top of that, we have finalized, with the best information we have today, the 2020-21 budget which we will be presenting to you today.

There are a number of goodbyes that we will be making this month. First off, we say farewell to our student trustee, Von Livingston and thank Von for his service this past year.

We also say thank you and farewell to Bob Farmer, our VP for Administration and CFO, who will be leaving us at the end of the month for new opportunities.

Finally, we are saying goodbye to two of our long-time colleagues who will be retiring this year. Congratulations and many thanks to:

- Mike Shepard, who retires August 31st, 2020. Mike retires after a 20-year career as a faculty member in Nursing. Mike was the Nursing Program Director for a number of years and retires with the rank of Professor of Nursing.
- Dory Dustin, who will retire next week after 37 years at the College. In recent years, Dory has served as a Senior Account Clerk at our Malone campus, and

With all that in mind, please find updates from our area below.

Respectfully yours,

Joe

★ **Campus and External Relations**

Here are some highlights of events, contacts and interactions that I have participated in over the last few weeks:

Date	With	Location
29 May 20	CampusWorks IR Webinar	Zoom
01 June 20	Meet with Jodi Luxford, Access-VR	Zoom

02 June 20	Shannon Warren, NCCC Association	MS Teams
02 June 20	Franklin County Community Services Board	Web-Ex
04 June 20	NY Community College Association of Presidents	Zoom
05 June 20	NY Community College Association of Presidents	Zoom
08 June 20	Franklin County Public Health/Paul Smith's College Re: Reopening	Zoom
09 June 20	Shannon Warren, NCCC Association	MS Teams
09 June 20	Meeting with Joe Pete Wilson, Keene Supervisor	Zoom
10 June 20	Lois Johnson, Workforce Development Institute	Zoom
11 June 20	NCCC-Workforce Development Partners	Zoom
11 June 20	NY Community College Association of Presidents	Zoom
11 June 20	SUNY Empire – Pathways Signing Ceremony	Zoom
11 June 20	COVID-19 Check-in w/ SUNY Chancellor	Web-Ex
12 June 20	NY Community College Association of Presidents	Zoom
16 June 20	Shannon Warren, NCCC Association	MS Teams
16 June 20	Nursing Pinning Ceremony	Saranac Lake
17 June 20	Dr. Kristy Bishop, Self-Study Visiting Team Chair	Zoom
17 June 20	Nursing Pinning Ceremony	Ticonderoga
18 June 20	Clyde Rabideau, Mayor of SL and Paul Smith's College Re: Reopening	Zoom
18 June 20	NCCCAP Negotiations	MS Teams
18 June 20	CampusWorks IR Follow-up	Zoom
18 June 20	Nursing Pinning Ceremony	Malone
23 June 20	NY Community College Association of Presidents	Zoom
23 June 20	Meeting with Joe Pete Wilson, Keene Supervisor	Zoom
24 June 20	SUNY Presidents' Meeting	Zoom
24 June 20	SUNY Re Reopening Plan	Zoom
25 June 20	NCCC-Workforce Development Partners	Zoom

★ **COVID-19 Task Force and Reopening**

The Task Force has continued to meet weekly and plan for the Fall 2020 semester. On June 6th, we sent along an executive summary plan for reopening to SUNY. On Thursday, June 18th, we received some further guidance from SUNY and the Governor's office on the four required elements in our plan: 1) reopening plans, 2) monitoring plans, 3) containment, and 4) shutdown plans. We have most of that in already in place and expect to have our final plans to SUNY for review this week. We are also expecting to have a meeting with the Executive Leadership Team from SUNY this week regarding that plan.

Early last week, we administered a survey of our employees to better determine their concerns regarding reopening, their needs were we to reopen/remain mostly remote, and a host of other questions. That will help us make a final determination about our plans for Fall 2020. As we shared at the last meeting, we are leaning towards a mostly online model with face-to-face instruction for those programs where course-level/program-level learning outcomes are best served in that format. Much more to come on the reopening front.

★ **CARES Act Funding**

As you will recall, the Coronavirus Aid, Relief and Economic Security (CARES) Act provided some 1.1 million in funding to the College, a minimum of 50% to be used for students impacted by the pandemic and a maximum of 50% able to be used by the institution. Here is an update:

- *Student funding:* Our plan for dispersal of funds was approved by SUNY and NYS Division of Budget in late May and eligible students have been notified of the availability of the funding and the process. Some 550 students were communicated with and over 200 confirmed their interest. We are expecting those funds to be distributed soon.
- *Institutional funding:* Late last week, we received guidance from SUNY on how we can use *institutional* portion of the CARES Act funding. We will be planning how best to use those funds over the next semester. Some broad categories where they can be used include:
 - Reimbursement for refunds provided to students
 - Further student assistance
 - Student Health and Access
 - Investments Supporting Distance Learning
 - People Facing: Students, Faculty and Staff Training/Professional Development
 - Infrastructure

Finally, the guidance confirmed that the funding is to be used and accounted for no later than March 1st, 2021. More on that in the future as well.

★ **SUNY Support and New Community College Marketing Campaign**

SUNY has continued to sponsor a multi-level marketing campaign on behalf of the community colleges, with the tagline, “*Stay here, Go far*”. This funding is unprecedented and much appreciated. SUNY is also working with our Enrollment team to ensure linkage of leads. It has been targeting high school graduates and adults from ages 35-49 by region (ours is the North Country, shared with Clinton CC and Jefferson CC), and this latter group dovetails nicely with our own efforts to reach out to non-traditional students. Many thanks to Vice Chancellor for Community Colleges, Johanna Duncan-Poitier, for leading this effort on our behalf.

★ **Opportunities**

We continue explore how we can be helpful to our communities and residents. Two ways that we have been doing so are: 1) bi-weekly meetings with our regional workforce partners to find ways the College can help those who are finding themselves suddenly out-of-work and provide support and programs that can help sustain our communities, and, 2) exploration by our faculty and staff in non-credit offerings that can help those community members impacted by the pandemic.

In relation to the former, the partners assisted us with our needs assessment as part of the preparation for our Perkins 2020 grant application which was finalized and sent to NYSED last week. If funded, we are expecting to retain our Perkins-funded Coordinator for CTE Program and Curriculum Development position, which has

been helpful in allowing us to have a singular point person leading new career and technical education (CTE) programs.

Regarding the latter, under the leadership of Selina LeMay-Klippel and with participation and support from faculty and staff across the College, we launched North Country Live, a free weekly series via Zoom on a variety of themes include wellness, personal finance and history, both local and beyond. Here is a link: <https://www.nccc.edu/live/>.

★ **Administrative Updates**

As noted, this is Bob Farmer's final board meeting as our Vice President for Administration and CFO. I have appreciated working with Bob and thank him for his service these last few years. I am recommending to the Board that Erik Harvey serve as our Interim CFO as we transition from Bob. Erik enjoys the support of his colleagues and I am confident he will serve the College and our students well in this new role.

★ **19-20 College Budget**

We are wrapping up the 19-20 year. Our Summer 2020 on-campus numbers have seen an uptick, while our Second Chance Pell figures have dropped off some because of the challenges in delivering courses in the facilities during the pandemic. We received word from SUNY that our 4th quarter payment will be deferred until late summer/early fall. No word has come about a reduction in aid. As you will recall, we were asked to run scenarios as follows:

NYS Q4 19-20 Base Aid				
		\$	989,688	
Reduction	10%	\$	890,719	\$ (98,969)
	30%	\$	742,266	\$ (247,422)
	50%	\$	494,844	\$ (494,844)

★ **20-21 College Budget**

As with the 19-20 Budget, we have yet to hear what the reduction of NYS FTE aid will be for the 20-21 year. We are also having to find our way through enrollment challenges, including not being able to advise students what our Fall 2020 teaching plan is going to be. With that in mind and with the need to have our budget to SUNY by mid-August for SUNY Board of Trustees review, we are moving forward with the 20-21 budget with the best information and set of assumptions we have. This proposal does not account for any NYS FTE aid reductions, that we have been told to expect anywhere from 10-50% (see below).

NYS 20-21 Base Aid				
		\$	3,260,643	
Reduction	10%	\$	2,934,579	\$ (326,064)
	30%	\$	2,282,450	\$ (978,193)
	50%	\$	1,630,322	\$ (1,630,322)

We have been developing alternative plans to help us reduce costs and manage the budget as we move into the year. This will likely include reduction of our staff. That can come in many forms including holding on replacements, workload reductions/furlough, and our least desirable option, retrenchment of positions/programs. Wherever possible, we want to protect our core operations as an institution of higher education.

We are slowly working on making the College and our operations sustainable beyond 20-21. Given our deficit from last year, our projected deficit from this year, and the uncertainties going forward, we must take some difficult steps to bring our spending in line with our revenues. This work will then prepare the groundwork for our next strategic plan, which we will undertake this summer.

Our hope is that, if the Board approves this spending plan, we meet with the counties in July and have the budget to SUNY by the mid-August deadline.

★ **Strategic Plan**

All four (4) new strategic actions to our strategic plan (2017-20) have been being worked on in some fashion. They are:

- *Customer Service: Institution-wide student-focused customer service retooling* - this has been continuing through student outreach campaigns, virtual recruitment sessions, virtual financial aid sessions, and virtual program sessions with prospective students. creation of tools and communiques to support students, employees and the public on changing conditions impacting them.
- *Foundation and Scholarships: increase annual fund for scholarships.* – As noted last time, the Foundation Board graciously committed to funding up to \$100,000 in an *Opportunity Scholarship* for the 20-21 year and we received, through Diana Fortune's work, a \$10,000 grant from the Adirondack Foundation to support a marketing campaign to those prospective students.
- *Develop alumni network and communication to help fundraise and support the institution:* As part of our 2020-21 Perkins application, we requested funding to support the staffing of a part-time employee focused on outreach and tracking of our alumni.
- *Institutional Research metrics/dashboards: create, curate, resource and maintain most important IR metrics:* We have recently been exploring IR support through a SUNY consortium.

We will begin planning for a Summer 2020 Strategic Plan retreat next month to develop the next iteration of our strategic plan, linked to enrollment, budget, institutional goals and our institutional priorities.

★ **Middle States/SUNY/NYSED**
Self-Study


Last week, we had a virtual visit with Dr. Kristy Bishop, Vice President for Academic Affairs at Westmoreland Community College in Pennsylvania, who will be the Team Chair for our Self-Study External Review. It was a pleasant visit and we set a time for

Dr. Bishop to virtually visit with the Self-Study team and other stakeholders in early November 2020.

From our self-study, our institutional priorities informing our work 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.*

That's all for now. Thank you for your ongoing support of the College and our work. We all very much appreciate it.

A handwritten signature in cursive script that reads "Joe".

Joe Keegan
President