

## BOARD OF TRUSTEES MEETING

11:00 a.m. | Friday, May 10, 2019

Saranac Lake Campus | HH-105

### AGENDA

- I. Call to Order
- II. Approval of April 26, 2019 minutes
- III. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- IV. College Reports
  - A. Board Chair
  - B. Vice President for Academic Affairs
  - C. Interim Vice President for Enrollment Management
  - D. Vice President for Administration & Fiscal Operations
    - o March and April 2019 Financials
    - o Resolution 2018/19 | #19 2019-2020 Budget
  - E. President
  - F. Representative Reports
    - o NCCC Association
    - o NCCC Foundation
- V. Old Business
  - A. Resolution 2018/19 | #20 Saranac Lake: Campus Master Plan
  - B. NCCCAP Contract 2019-2021
  - C. MSCHE Institutional Priorities
- VI. New Business
  - A. Resolution 2018/19 | #22 Faculty Member Promotion
  - B. Resolution 2018/19 | #23 Faculty Member Promotion
  - C. Resolution 2018/19 | #24 Faculty Member Promotion
  - D. Resolution 2018/19 | #25 Faculty Member Promotion
- VII. Public Comment\*
- VIII. Executive Session
- IX. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss *the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105).*

**\* Public Comment: Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.**

NORTH COUNTRY COMMUNITY COLLEGE  
BOARD OF TRUSTEES MINUTES  
*Friday, April 26, 2019 | Saranac Lake Campus*

**Board Members Present:** Steve Reed, Tim Burpoe, Mary Irene Lee, Pete Suttmeier, Jerry Griffin, and Courtney Oakes.

**Excuse:** Mark Moeller, Dan Kelleher, Anne McDonald.

**Others Present:** Stacie Hurwitch, Joe Keegan, Alex Parnia, Chris Knight, Erik Harvey, Bruce Rowe.

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

There is no quorum; members of the board elect to postpone voting until the next member arrives. They proceed to hear reports.

**NCCCAP**

No report.

**CSEA**

No report.

**Board Chair Report**

Steve Reed reported:

- Next meeting will be on May 10<sup>th</sup>. May 11<sup>th</sup> will be Commencement
- Guiding Principles of Shared governance draft reminded Steve that the Board has a list of board committees that will require updating by the Board. The board will need to amend the by-laws to reflect the actual committees of the board at one of its future meetings.

\* 11:08 Courtney Oakes arrived.

**Approval of Minutes**

Mary Irene Lee made a motion to approve the March 25<sup>th</sup>, 26<sup>th</sup>, & 27<sup>th</sup> minutes. Tim Burpoe seconded the motion. The March 25, 26, 27, & 29 minutes were approved unanimously (6-0-0).

Courtney Oakes made a motion to approved the March 29<sup>th</sup> minutes. Pete Suttmeier seconded the motion. The March 29<sup>th</sup> minutes were approved unanimously (6-0-0).

**Vice President for Academic Affairs**

Joe Keegan highlighted his report:

- Academic Affairs and Enrollment Management have been working closely in creating new recruitment initiatives.
- There may be a NCCC extension site on the Akwesasne Reservation coming September 2019. The program opportunities will be geared towards adult learners. The board briefly spoke about the merits of this endeavor.
- Spring 2019 campus advisory boards were successful and helpful in creating a stronger relationship between the College and the community. The College learned of new ways they can help the community with area workforce training and support.
  - The board discussed potential program offerings related to workforce training and development.
- Work for the Middle States Self-Study design proposal has begun.

- Joe shared with the board some noted modifications related to the proposed Teacher Education program.
- The board discussed the future of continuing education in the College.
- The board discussed the continued success of the bridge program. Admissions has been working hard in creating an affordable option for high school seniors to continue their education from Bridge into NCCC after graduation.

### **Interim Vice President for Enrollment Management Report**

Alex Parnia reported:

- Applications are tracking well for Fall 2019 recruitment. To date, they are up by 2.8% when compared to this time last year.
- For the first time of the College, there will be an early registration that will begin tomorrow on all campuses. There are 147 students already signed up to attend across the campuses. The board spoke of the past success with early registration and additional registration days.
- The newest member of the admissions team, Amy Tuthill, will begin on Monday, April 29, 2019.
- Alex explained to the board that after extensive observations and research, there is potential for the Malone Campus to grow. He will start work on new initiatives this summer.
- Recent customer service training for staff was excellent.
- A program with St. Joes is underway to offer NCCC education at their site. There will need to be 15-18 people to start that program. There are 25 employees currently interested in the offerings.

*The board recommended the following resolution:*

Tim Burpoe recommended resolution 2018/19 | 15 that the North Country Community College Board of Trustees hereby approves the appointment of Rachel Zurschmit (Gebhardt) to the full time, twelve-month exempt appointment as Assistant Director of Admissions, effective April 29, 2019 at an annual salary of \$54,576. This position is currently funded in the 2018/19 operating budget. Courtney Oakes seconded the motion. The motion was approved unanimously (6-0-0).

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

Erik Harvey reported in Bob Farmer's absence:

The March and April financials will be presented at the May 10<sup>th</sup> meeting.

Erik shared with the board the tentative 2019-2020 budget that will be given as a resolution at their next meeting. He helped answer questions from the board regarding the placement of items. There is no anticipation for the numbers to change when it brought to the board again on May 10<sup>th</sup>. Jerry Griffin discussed with the board the perception regarding the increase in benefits to salaries and budget. The increase must be explained with more detail than currently provided so that the sponsoring counties can have a better understanding why there was an increase in salary expenditures for the 2019-20 budget. Bob Farmer will provide this information to the Board.

*The board recommended the following resolution:*

Tim Burpoe recommended resolution 2018/19 | 16 that the North Country Community College Board of Trustees hereby approves the appointment of Terrance Kemp to the full time, temporary, twelve-month exempt appointment as Academic Technology Coordinator, effective April 1, 2019 and for the remainder of the 2018-19 academic year at an annual salary of \$58,535. This position is currently funded in the 2018/19 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2018/19 academic year and will not be renewed. Courtney Oakes seconded the motion. The motion was approved unanimously (6-0-0).

The board discussed the importance of creating metrics to go with the new positions to ensure return on investment.

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

Steve Tyrell reported:

- Attended session on Mergers, Partnerships and Collaborations in Boston. He spoke of the financial distress that colleges are experiencing nationwide. Data has shown that connecting with sister institutions and other four-year colleges will help with the success of the College's future. He encouraged that the College continue to grow partnerships and collaborations with Colleges in order to maintain stability.
- Customer Service training that Alex Parnia hosted on adult recruitment programs was great and well received.
- On April 11<sup>th</sup> SUNY Chancellor Johnson, Senator Little and Assemblyman Jones had a brief visit to the Saranac Lake Campus. The Chancellor was impressed with the online program offerings; she's interested in seeing NCCC continue with similar innovations.
- The Middle States Self-Study design proposal is in-work and must be delivered and approved prior to the work beginning in the Fall semester. Institutional Priorities will need to be approved and made part of the proposals. There is a lot of support for the ones listed in the President's report. Would like to have final priorities approved at the May Board and Senate meetings.
- There is continued interest and support from the community in the future of the pool.
- Next Friday, May 3<sup>rd</sup> there will be a special senate meeting to review and discuss the Saranac Lake Campus Master Plan.
- Dr. Paul Miller will be our guest speaker – he's a dynamic speaker and will bring a great message about diversity.

### **NCCC Foundation:**

No report.

### **NCCC Association:**

No report.

### **Old Business**

Steve Tyrell reported the concept of Shared Governance at NCCC has been reviewed and modified for over a year. He referenced the bulleted list in his report. The College would like the board to endorse the guiding principles as a major stakeholder group. While this document is finalized it also a living document; and it is encouraged to be reviewed and updated regularly. All stakeholders group leaders will sign at the end to endorse the document.

The shared governance working group will continue its work to ensure we're following the document and improving it when and where needed.

### **College Senate**

Bruce Rowe reported in Sarah Kilby's absence.

- Special meeting to discuss JMZ plan on Tuesday 12:15-13:30. Video conferencing will be made available. The meeting will bring opportunity for clarification. It will be noted the master plan is a guide not a blue print for updates. The senate members will then vote on a survey whether or not they endorse the plan.
- Nominees for officers will be voted on at their May 13<sup>th</sup> meeting.
- Senate members voted unanimously to approved the honorary degree policy.
- Senate members voted to support and approved moving forward with the proposed 2019-20 College budget.
- Bruce Rowe shared with the board updates and changes that are in-work with the Faculty Council of Community Colleges (FCCC).

### New Business

*The board recommended the following resolutions:*

Courtney Oakes recommended resolution 2018/19 | 17 that the North Country Community College Board of Trustees hereby approves the policy on honorary degrees (awarded to students posthumously) attached hereto and will become effective immediately. Mary Irene Lee seconded the motion. The motion was approved unanimously (6-0-0). The board discussed that this would take effect from January 2019 moving forward, this will not be retroactive. The resolution will be passed and recommendation to the title of the policy will be reviewed later.

Tim Burpoe recommended resolution 2018/19 | 18 that the North Country Community College Board of Trustees hereby approves the NCCCAP contract with the terms of agreement effective September 1, 2019 through August 31, 2021. R. Pete Suttmeier seconded the motion. The motion was approved unanimously (6-0-0).

\*Steve Tyrell explained the non-financial agreements that were made and are included in the new agreement. He spoke about the salary increase equivalencies.

### Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:15 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.*** R. Pete Suttmeier seconded the motion. The motion was passed unanimously (6-0-0). Steve Tyrell was invited to join the meeting at 12:15 p.m.

Tim Burpoe made a motion to adjourn executive session at 12:50 p.m. Mark Moeller seconded the motion. The motion was approved unanimously (6-0-0).

### Adjourn

Tim Burpoe made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 12:50 p.m.

Respectfully Submitted,



Stacie G. Hurwitch  
Assistant Secretary to the Board of Trustees

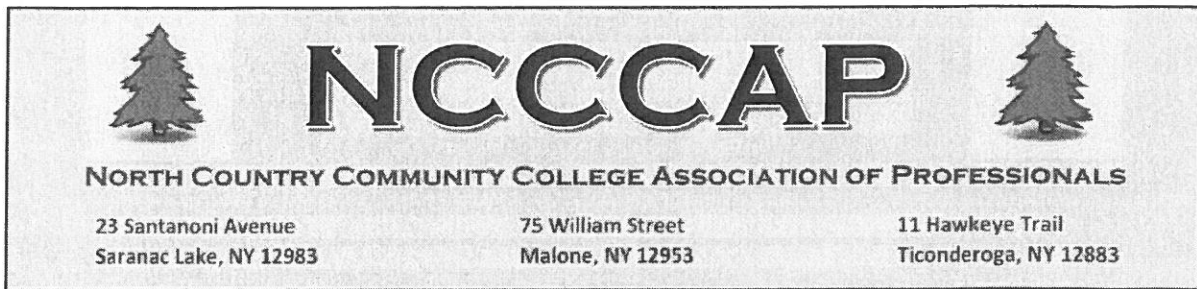
DRAFT

Friday, May 12, 2018

Motion:

Second:

Action:



## **Resolution of No Support for Rebranding the College Prior to September 2019**

Resolution – NCCCAP19-01

Passed: 2019-05-03

**WHEREAS**, the College had undergone a “College-wide Rebranding Initiative” (herein “CRI”) in 2014, including, but not limited to updating the College’s logo, slogan, letterhead, and marketing materials; and

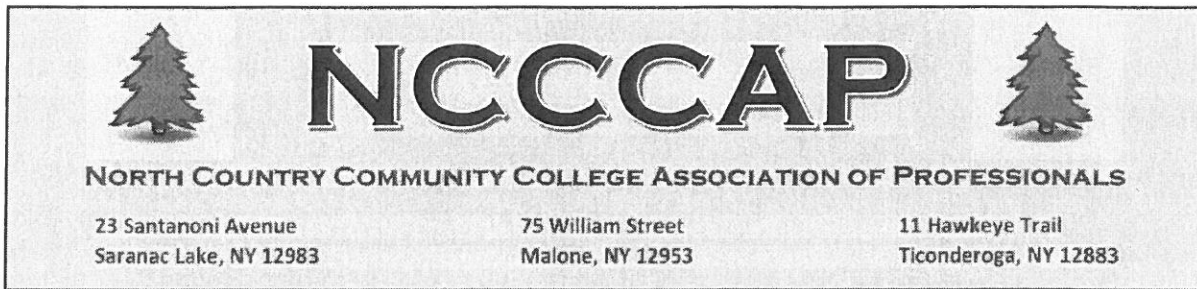
**WHEREAS**, the previous CRI was not arranged well nor systematically implemented, which left (and still leaves) staff and students using a mixture of old and new College stationary, letterhead, forms, and other documentation; and

**WHEREAS**, there were abundant concerns raised by staff about a lack of shared governance and opportunities to discuss and share ideas related to rebranding the College during this previous CRI; and

**WHEREAS**, the College community was not given the opportunity to formally endorse the final rebranding design of the previous CRI;

Now therefore, be it

**RESOLVED**, that the North Country Community College Association of Professionals (herein “NCCCAP”) does not support implementation of a CRI prior to the start of the 2019-2020 fiscal year; and be it further



**RESOLVED**, that NCCCAP strongly recommends that the North Country Community College Board of Trustees supports having the new College President and new Vice President for Enrollment and Marketing oversee all phases of any proposed CRI; and be it further

**RESOLVED**, that NCCCAP strongly recommends that the North Country Community College Board of Trustees ensures the new College President and new Vice President for Enrollment and Marketing include and seek approval from the College community on all phases of any proposed CRI.





**Academic Affairs**  
**North Country Community College**  
**VPAA Report to the Board of Trustees**  
**May 10<sup>th</sup>, 2019**

Greetings to you all! I hope this finds you and yours well. The end of the semester and the academic year is upon us. We look forward to being with you at the many celebrations of our students and their successes this week. On behalf of the faculty and staff in Academic Affairs, we wish you an enjoyable summer and look forward to seeing you in the fall. Here is an update from items in our area...

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

- ***Summer/Fall 19 Registration***
  - Fall 19 registration continues with a number of events taking place over the next several months. New LPNs and Rad Techs will be registering next week, the RN class will be determined in early June, and we will be working with Alex and his team on the various general student registration dates throughout the summer.
  - Summer 19 registration continues and is slated to start in a week.
- ***Academic Planning***
  - *Non-traditional Students – Quarter Course Proposals:* Faculty and staff in our area continue to partner with Alex and his team to launch the program starting in Summer 19 with more robust enrollments expected for Fall 19.
  - *St. Joe's Proposal –* Similar to the quarter-course proposal, Cammy Sheridan has been working with Alex and his team to launch a set of two degree pathways for St. Joseph's Rehabilitation Center staff to earn (*AA Lib Arts* or *AAS Human Services*). This, too, is expected to launch in Summer 19.
  - *Transition to Blackboard:* Scott and his staff, will be offering additional training options for the faculty this summer to support their adoption of and transition to the new learning management platform. We expect the platform will be helpful in supporting the quarter course proposal.
  - *Workforce Development/Continuing Ed:* Our work continues with lots of interest and energy around workforce development trainings, in large part due to the support the College receives through SUNY to support workforce training. There is a month remaining for the grant, and thus far Dave SG has worked with employers and partners across the two counties underwriting \$43,000 in training with additional trainings planned. Employers include the Akwesasne Mohawk Casino, Mountain Lakes Services, International Paper and a serve-safe training to food handlers in businesses in the Ticonderoga area.
  - *St. Regis Mohawk Tribe:* Planning for a Fall 19 launch of two courses on Akwesasne, the St. Regis Mohawk Tribe's territory is in the works. The first registration for courses will take place on May 30<sup>th</sup> and others will follow throughout the summer months. Many thanks to Bruce K and to all who have helped out.
- ***Academic Programs:***
  - *AAS Nursing to Malone:* We received word on May 1<sup>st</sup>, 2019 that our proposal to have a stand-alone RN program on the Malone campus was approved by NYSED. This has been a long-standing dream of students and the nursing faculty and its realization is cause to celebrate! Congratulations to all who helped usher this through.
  - *AA Lib Arts and Sciences – Hum/Soc Science – Teacher Ed Track –* The proposal was approved by the Curriculum Committee with a slight modification (i.e. specific advisement for students wishing to teach math about the level of math competency needed) and is expected to go to the Senate for their review next week.



- *Advanced EMT*: The proposal is at NYSED and we are working through some concerns that NYSED has about a “teach out” program in the event that our agreement with Mountain Lakes EMS is terminated. Mountain Lakes is the “course sponsor” and their approval to run the courses is needed.
  - *LPN and RN Self-Study*: We are awaiting the interim report from NYSED on their site visit in late March. In the meantime, our Nursing Director, Sandy Gothard, has been making good progress in addressing areas where we needed to come into compliance with the state regulations.
- ***Middle States / Assessment of Student Learning:***
    - By the end of today, four of our five program reviews (*AAS Nursing, AS Business: Sports and Events Mgmt, AS Environmental Science, and AS Health Science*) will have been completed. The fifth, *AAS Massage Therapy*, will be completed over the summer.
    - Our next important activity will be Assessment Day on May 13<sup>th</sup>, 2019 when departments come together and complete their end of semester assessments and plan for next fall.
    - Relatedly, we have a monitoring report to prepare and submit to Middle States by September 1, 2019 which documents (1) *sustainability of implemented corrective measures (Standard V Educational Effectiveness Assessment and Standard VI Planning, Resources, and Institutional Improvement)*; (2) *use of assessment results to improve educational effectiveness (Standard V)*; and (3) *improved financial viability and sustainability (Standard VI)*.
    - We have pushed the time of the Self-Study Design draft out until we complete the review of our mission, vision and values, ensuring they fit us today. It is our hope that from the campus-discussions on the topic a common set of understandings around those will emerge by the time we end the semester. At this point, we are anticipating that our liaison will visit the campus in Fall 19 and will complete the self-study design over the summer.
- ***College Bridge***: Luke is working with area high schools on the 19-20 schedule of classes.
  - ***Professional Development***: This has been a good year for our faculty and staff in terms of professional development opportunities. Along the way, we have had one of our faculty members earn their master’s degree in nursing (Tana Hare) and another earn their PhD in Psychology (Kelli Rodriguez). Congratulations to Tana and Kelli!
  - ***Academic Policies***: Tomorrow, the College will award the first posthumous degree and we thank the Board for their support of the policy. Today, immediately following your meeting, is a celebration of the life of Andie Carpenter, the young woman who unexpectedly passed away this semester. The faculty, staff, student and several of Andie’s family and friends will join together outside between the Classroom and Science Building for a ceremony. You are all most welcome to attend.
- ★ **Faculty/Staff Appointments:**

Several searches are underway including:

    - Massage Therapy Director: *the search is completed*
    - Business Instructor (x2): *the search is winding down with finalists having visited*
    - Nursing Instructor (x3) *the search is winding down with finalists having visited*
    - LAC Coordinator (SL) *the search is winding down with finalists having visited*
    - LAC Coord/Hum Instructor (Ti) *the search is winding down with finalists having visited*
    - Sports and Events Mgmt Instructor *search cancelled due to enrollment and budget concerns.*

Many thanks to all who have served on these search committees this year!

We are bidding farewell to two of our long-time colleagues at year's end. They are:

- Lynne Fisher Kemp, Professor, who is retiring after a 20 year career at NCCC. Over the years, Lynne helped anchor the business programs and the business and computer science offerings, including a stint as Business Chair. She was a founding advisor of the PTK Honors Society and continued that work through this year.
- Larry McFaddin, Associate Professor, who is retiring after a 39 year career at NCCC. During his tenure, Larry has served in a wide variety of capacities including Men's Soccer Coach, Student Activities Coordinator, Sports and Events Management faculty member and chair, and creator and coordinator of the Athlete Mentoring Program.

We wish Lynne and Larry the very best in their retirement!

**\* Grants and Experiments:**

Here is a brief update on our grants:

- *Second Chance*: The program is in full swing with Summer 19 preparations underway. Many thanks to Sarah, Marianne and Dan for their work in keeping things humming with our DOCCS and FCI partners!
- *P-TECH Programs* – Our P-TECH students continue with a presence at our Malone campus on weekday mornings. We expect that pattern to continue next year as well. We also have added another pathway for students, Criminal Justice, which is expected to help with enrollment.
- *Perkins*: No changes to report.

Finally, this is Dr. Tyrell's final Board of Trustees meeting and I would like to personally and publicly thank Steve for his years of service to the College and the opportunity to serve in his administration for the last five years. As the Board knows, Steve is a hard-worker and he put in lots of time and energy in activities to advance the College. He has been a champion of shared governance and supportive and encouraging of the efforts in academic affairs. I wish him the very best in whatever awaits him!

Respectfully submitted,

Joe





## Monthly Marketing and Enrollment Report- MAY 2019

Following is a summary of Marketing and Enrollment report. Two key indicators, applications and admits are tracking well compare to last year this time. Total number of applications are neck to neck to last year's numbers and admits are up by 17%. We will be monitoring this two key indicators for the next four months leading to fall 2019.

*\*\*Compared with 5/1/2018 prior year*

**Current Year: 2019**

**Data Date: 4/30/2019 \*Rough estimate based on available data in CAMS**

|   | Fall 2011 YTD | Fall 2012 YTD | Fall 2013 YTD | Fall 2014 YTD | Fall 2015 YTD | Fall 2016 YTD | Fall 2017 YTD | Fall 2018 YTD | Fall 2019 YTD | Fall 2011 Final | Fall 2012 Final | Fall 2013 Final | Fall 2015 Final | Fall 2015 Final | Fall 2016 Final | Fall 2017 Final | Fall 2018 Final |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Fall Applications (YTD)                   | 1,514         | 1,430         | 1,368         | 1,246         | 1,166         | 1,342         | 1,335         | 1,342         | 1,334         | 1,843           | 1,740           | 1,673           | 1,921           | 1,882           | 1,927           | 1,898           | 1,802           |
| Deposits                                  | 389           | 423           | 315           | 206           | 163           | 201           | 215           | 180           | 166           | 449             | 479             | 351             | 481             | 472             | 533             | 451             | 405             |
| Admits                                    | 559           | 568           | 589           | 622           | 491           | 516           | 491           | 393           | 460           | 696             | 653             | 771             | 797             | 694             | 762             | 724             | 522             |
| Wait List (Nursing, RAD)                  | 26            | 4             | 24            | 70            | 85            | 64            | 52            | 77            | 58            | 27              | 4               | 24              | 38              | 63              | 39              | 59              | 17              |
| Other Application Status                  | 61            | 237           | 68            | 30            | 0             | 0             | 0             | 0             | 0             | 16              | 253             | 32              | 3               | 1               | 3               | 0               | 0               |
| Received Applications Pending Review      | 1             | 4             | 6             | 28            | 22            | 43            | 17            | 37            | 50            | 2               | 4               | 9               | 1               | 24              | 7               | 4               | 8               |
| Incomplete Applications                   | 67            | 80            | 280           | 279           | 393           | 408           | 415           | 627           | 558           | 170             | 217             | 390             | 14              | 233             | 342             | 322             | 597             |
| Application Withdrawn                     | 106           | 98            | 65            | 9             | 10            | 16            | 25            | 24            | 40            | 131             | 109             | 76              | 581             | 181             | 68              | 74              | 237             |
| Inactive Application                      | 0             | 0             | 0             | 0             | 0             | 90            | 117           | 1             | 1             | 0               | 0               | 0               | 0               | 0               | 167             | 260             | 12              |
| Application Rejected                      | 305           | 16            | 21            | 2             | 2             | 4             | 3             | 3             | 1             | 352             | 21              | 20              | 6               | 214             | 6               | 4               | 4               |
| Registered First Time, Transfer and Readm | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 628             | 640             | 510             | 575             | 469             | 443             | 456             | 426             |

### More details Through 4.30.19

Fall applications: 1342

Deposits: 200

Admits: 713

Waitlist (PN/RT only): 58 \*just a clarification that we only waitlist students for competitive admissions/restricted seat-count programs.

Other Application: 0 \*we no longer use this as a code during processing.

Rec'd Application pending review: 201 \*this number references applications submitted within the last 48 hours and have not been review yet by a counselor, AND applicants for the RN program that cannot be officially accepted/denied program entrance until the completion of the SP19 semester.

Incomplete Applications: 411 \*applicants are contacted weekly in a cycle of email, postcard and phone call.

Application/Acceptance Withdrawn: 40\*prospects & admitted students who have requested we pull them from communication.

Inactive application: 1 \*only used for international applicants who cannot change their SEVP status

Application rejected: 1 \*rare—only used for students without a HSE or valid high school completion credential.

College Bridge Conversion –

Current seniors in Bridge classes: 510

CB seniors who applied to NCCC: 135

CB Admitted: 119

Registered (First Time, Transfer, Readmitted) – 142 (with an additional 41 new students scheduled to register on 5/13 for LPN)

## **BRIDGE PROGRAM**

We have also begun monitoring Bridge Program (high school seniors taking NCCC credit bearing courses at their high schools). This will be a good benchmark going forward to track how many students we attract from this program and how we can increase the numbers. We have also started direct communication with teachers and students in this program emphasizing how students can lessen their debt burden by enrolling at NCCC. Following is a list of outreaches:

- 1- Letters to students (2019 grads and 2020 grads), guidance counsellors, and teachers are drafted and will be mailed within a week or two.
- 2- The financial benefits of Bridge flyer is being designed and will be shared with parents and students
- 3- A video production for students and parents
- 4- Bridge website is being updated before the end of the HS academic year
- 5- Most Bridge work is now focused on the 2019-2020 school year, both in planning coursework and in terms of how to retain Bridge students as NCCC students
- 6- A letter from Sarah Maroun, Associate Dean of Academic Affairs will be delivered along with a letter to teachers in 27 Bridge program partner high schools.

Latest numbers on Bridge program:

**College Bridge Conversion –**

**Current seniors in Bridge classes: 510**

**CB seniors who applied to NCCC: 132 (25.88%)**

**CB Admitted: 119 (23.17%)**

## **ADULT LEARNERS RECRUITMENT**

We continue to generate new inquiries and we will be capitalizing on them to attract more adult student to NCCC for Fall 2019 and beyond. Results of our marketing is shared below:

**Total Number of hits: 1470**

**Total forms completed: 32**

**Total applications for summer: 4**

St Joseph

We have partnered with St. Joseph's Addiction Treatment & Recovery Center to offer AAS in Human Services degree to their employees. Through this unique partnership, employees of St. Joseph's can begin or return to school to pursue an associate degree in Human Services at little to no cost. Here are some of the details:

1. The St. Joseph's Tuition Assistance Program can cover 50 percent of employees associated costs of education, or up to \$5,000 annually.
2. As a matriculated student at NCCC, employee may be eligible for tuition assistance.
3. The program features a hybrid-style learning model. employees will attend one class at St. Joseph's as part of one work day a week, and one class on Saturday mornings at our Saranac Lake campus. Tuition assistance as a matriculated student at NCCC.
4. Students will participate in both classroom and online coursework.

First information session was held at St. Joseph's campus on May 2 and five applications collected.

## **Marketing Saint Regis Mohawk Tribe's Territory Courses**

Two classes will be offered in Fall 2019

1. A unique web page is in the works
2. Ads will be placed in the Indian Times
3. The tagline "Begin Your Higher Education Journey At North Country Community College" will be used
4. We will create and place flyers in strategic locations
5. An instant admit day in May is being considered



6. The population is 18,000 and but we have permission to have Malone community to take advantage of the opportunity and join the classes. We will conduct an email campaign with the NRCCUA list for Malone.

## Fairs and High School Visit

Sorry for small print, but this is the only way to fit the report to this report. However, this information can be requested and will be emailed it to you.

| Fair                        | location            | date   | time           | rep           | cost | RSVP | meal                | notes                                   | approx #  | Inquiries | Summary  |  |
|-----------------------------|---------------------|--------|----------------|---------------|------|------|---------------------|---|---|-----------|--|--|
| Green Mountain College Tr   | GMC                 | 13-Feb | all day        | S. Maroun     | \$0  | YES  | NONE                | Adventure Education; A                  | unknown   |           |  |  |
| NCCC Job Fair               | NCCC                | 6-Mar  | 12-4pm         | Romeo/Clayton | \$0  | YES  | NONE                |   | unknown   |           |  |  |
| SUNY Counselor Forum        | NYC                 | 13-Mar | all day        | Chapman       | \$0  | YES  | NONE                | NYC School Counselors ONLY- no students |   |           | Spoke with approximately 35-40 counselors. They were excited about Residence Life, availability of Hodson Scholarship and Nursing programs.  |  |
| College 101                 | Clinton CC          | 20-Mar | 9am-noon       | Gebhardt      | \$75 | YES  | NONE                | CC Panelist                             | 50  | 7         | About 225 Juniors bussed in from 8 Clinton County HS's & 1 Essex County HS. Most asked about academic programs: teacher ed (pk-6), environmental science/forestry, computer graphics & design/animation, Allied Health (Nursing)   |  |
| BMCS Career Fair            | BMCS                | 20-Mar | 9am-2pm        | Clayton       | \$0  | YES  | NONE                | grades 4-12                             | 120   | 11        | 4-12th grade. Consistent traffic. Each student had to ask questions from a questionnaire. Had one student apply.   |  |
| Gateways to Careers         | SUNY Canton         | 20-Mar | 8am-noon       | Romeo         | \$0  | YES  | NONE                | Juniors/Seniors                         |   | 35        | 2  | Students were looking for resume review and interview practice |
| Plattsburgh HS College & Ca | Plattsburgh HS      | 21-Mar | 9-11am         | Chapman       | \$0  | YES  | NONE                | bring swag                              | 75-80   | 2         | Grades 9-10 In the first hour. Lots of traffic at the table, good conversations about college readiness, students took lots of information. Grades 11-12 In the second hour. Seniors were less engaged than they should be, Juniors stopped by with questions about nursing, rad tech and early childhood education. |  |
| Ticonderoga Career Fair     | Ticonderoga HS      | 27-Mar | 12:45-3pm      | Clayton       | \$0  | YES  | NONE                | grades 4-12                             | 120   | 0         | A lot of students, but most Juniors and seniors seemed uninterested due to the fact that NCCC Ticonderoga is right next door. 8th and 9th graders asked a lot of questions.  |  |
| Head, Hands, Heart Day      | CVPH-Plattsburgh    | 27-Mar | 2-7pm          | Gebhardt      | \$0  | YES  | NONE                | bring bags                              | 15  | 1 app     | Non-traditional students (employees at CVPH), receive stipend for continuing education- most looking for online/evening/weekend programs to advance in health care.  |  |
| SUNY College Fair           | UAlbany             | 31-Mar | 1:3-3:30pm     | Romeo         | \$0  | YES  | NONE                | SUNDAY EVENT                            | 12  | 3 scans   | Spoke to 12 students and their families, mostly Juniors. Scanned 3 barcodes, some students interested in RN and RT, some interested in Environmental transfers to PSC. May contact me for tours.   |  |
| Herkimer Counselors Assoc   | Herkimer            | 01-Apr | 9:30am-noon    | Clayton       | \$50 | YES  | NONE                | bussing in JUNIORS                      | 100   | 3         | 6 schools brought their Juniors and some sophomores. Even though there were bigger colleges, there was definitely interest from this area. Was next to Paul Smith's and a lot of kids approached them as well.   |  |
| Champlain Valley College F  | Champlain Valley L  | 08-Apr | 11:30am-1:30pm | Clayton       | \$50 | YES  | lunch               | half-table                              | 120   | 3         | a lot of students mostly Juniors, seemed to head to the tables they were definitely interested in. Heads down to there paper with the list of the schools. Some student interest tough competing with syracuse and plattsburgh.  |  |
| Northeast Kingdom College   | Northern Vermont    | 08-Apr | 6:30-8pm       | Clayton       | \$75 | YES  | NONE                |   | 60/75   | 1         | This was by far the worst of the week. Kids didn't seem to have the time to stop and speak with each school. Was a mad dash.   |  |
| Central Vermont College Fa  | Vermont Technical   | 09-Apr | 9:30-11:30am   | Clayton       | \$45 | YES  | NONE                |   | 100   | 2         | 3 schools of sophomores and Juniors. Asked great questions. A lot of filars, cards taken not many filled out.  |  |
| CV-Tec Mineville Open Hou   | Mineville           | 09-Apr | 6-7:30pm       | Chapman       | \$0  | YES  | NONE                |   | 25 total, 5 students  | 0         | The spring open house is not well-attended at CVTEC. Spoke with some graduates and some current HS Juniors in College Bridge classes.  |  |
| Rutland Area College Fair   | Castleton Universit | 10-Apr | 9-11am         | Clayton       | \$45 | YES  | NONE                | half-table                              | 150   | 6         | This was a good fair, a lot of the students seemed to be putting there efforts into the large schools or specific majors (vet tech) Definitely worth the time. Interest in Nursing Rad Tech  |  |
| Corinth College & Career Fa | Corinth HS          | 18-Apr | 10:45am-2pm    | Romeo         | \$0  | YES  | NONE                | invite rec'd 4/10                       | not sure how many people were in attendance spoke to 7 students | 0         | spaced out times for different grades. We saw students ranging from grades 9 to 12. Most were just browsing and taking pens from everyone's tables. No inquiries, spoke to 7 students who had questions from a form they were walking around filling out.  |  |
| College & Career Night      | SUNY Oswego         | 24-Apr | 6:30-8pm       | Romeo         | \$60 | YES  | dinner: 5:30-6:15pm |   | not sure how many people were in attendance spoke to 4 students | 0         | open to local schools, of the students I spoke to they were 10th and 11th grade. No inquiries spoke to 4 students  |  |
| Adirondack School Counsel   | ACC (Northwest Ba   | 30-Apr | 6-8pm          | Romeo         | \$85 | YES  | dinner: 4:15-5:30pm |   |   |           |  |  |
| AMC Education Day           | AMC: Saranac Lake   | 07-May | 5:30-7:30pm    |               | \$0  | YES  | NONE                |   |   |           |  |  |
| CV-Tec Career Showcase      | Clinton CC          | 21-May | all day        |               | \$0  | YES  |                     |   |   |           |  |  |



## **North Country Community College**

Sponsored by Franklin and Essex Counties

### **OPERATING FUND FINANCIAL REPORT**

**As of March 31, 2019**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**May 10, 2019**

**ROBERT FARMER**

**Vice President of Administration, CFO**

EH 4-29-19

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

|  | Current Year<br>Actual | Prior Year<br>Actual | Current Year<br>Inc.(Dec) |
|--|------------------------|----------------------|---------------------------|
| <b>Assets</b>                                      |                        |                      |                           |
| Cash   | \$ 4,104,041           | \$ 4,444,407         | \$ (340,366)              |
| Accounts Receivable-Students                       | 157,850                | 32,246               | 125,604                   |
| Due From NCCC Association                          | 35,749                 | 61,853               | (26,105)                  |
| Due From NCCC Foundation (Contributions)           | 469,858                | 966,808              | (496,950)                 |
| Due From Other Funds                               | 381,724                | 599,039              | (217,315)                 |
| Due From Governments (State & Fed Fin Aid)         | 2,628,841              | 3,123,279            | (494,438)                 |
| Prepaid Expenses                                   | 48,800                 | (12,045)             | 60,845                    |
| <b>Total Assets</b>                                | <b>\$ 7,826,861</b>    | <b>\$ 9,215,587</b>  | <b>\$ (1,388,725)</b>     |
| <b>Liabilities</b>                                 |                        |                      |                           |
| Accounts Payable                                   | \$ 108,049             | \$ 168,336           | \$ (60,287)               |
| Payroll & Benefits Liabilities                     | 2,138                  | (417,683)            | 419,820                   |
| Due to NCCC Association (Room, Meals, Books)       | 454,329                | 664,286              | (209,957)                 |
| Due to NCCC Foundation (Rent)                      | 350,560                | 640,251              | (289,691)                 |
| Due to Other Funds                                 | 20                     | 40                   | (20)                      |
| Due to Retirement                                  | (76,650)               | 154,015              | (230,664)                 |
| Compensated Absences                               | 224,980                | 224,980              | -                         |
| Other Liabilities                                  | 371,710                | 347,557              | 24,152                    |
| <b>Total Liabilities</b>                           | <b>\$ 1,435,135</b>    | <b>\$ 1,781,782</b>  | <b>\$ (346,647)</b>       |
| <b>Month End Equity</b>                            | <b>\$ 6,391,726</b>    | <b>\$ 7,433,805</b>  |                           |
| <b>Total Liabilities &amp; Equity</b>              | <b>\$ 7,826,861</b>    | <b>\$ 9,215,587</b>  |                           |
| <b>Fund Balance Summary</b>                        |                        |                      |                           |
| Fund Balance as of 09/01/18                        | \$ 5,429,005           |                      |                           |
| Pre-Audit Estimated 18-19 Surplus (Deficit)        | \$ (100,106)           |                      |                           |
| Projected Fund Balance as of 09/01/19 <sup>1</sup> | \$ 5,328,900           |                      |                           |

<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 \$13,139,821.

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

|                                  | Annual<br>Budget     | YTD<br>Actual        | 18-19 Actual<br>M(L)  | % of<br>Budget |
|----------------------------------|----------------------|----------------------|-----------------------|----------------|
| <b>Revenues</b>                  |                      |                      |                       |                |
| Tuition & Fees                   | \$ 4,849,784         | \$ 5,556,195         | \$ 706,411            | 115%           |
| Sponsors' Contribution           | 2,380,000            | 1,434,167            | (945,833)             | 60%            |
| Chargebacks                      | 741,750              | 614,142              | (127,608)             | 83%            |
| Out-of-State Tuition             | 575,484              | 502,777              | (72,708)              | 87%            |
| State Aid                        | 4,042,116            | 2,096,058            | (1,946,058)           | 52%            |
| Contributions                    | 1,034,080            | 675,318              | (358,762)             | 65%            |
| Transfer From Fund Balance       | 71,178               | -                    | -                     |                |
| <b>Total Revenues</b>            | <b>\$ 13,694,392</b> | <b>\$ 10,878,656</b> | <b>\$ (2,744,558)</b> | <b>79%</b>     |
| <b>Expenditures</b>              |                      |                      |                       |                |
| Salaries                         | \$ 6,801,191         | \$ 4,267,369         | \$ 2,533,822          | 63%            |
| Payroll Taxes                    | 525,667              | 309,928              | 215,739               | 59%            |
| Medical                          | 1,920,102            | 1,132,142            | 787,960               | 59%            |
| Retirement                       | 612,250              | 414,473              | 197,777               | 68%            |
| Other                            | 93,310               | 135,125              | (41,815)              | 145%           |
| Equipment                        | 33,930               | 113,688              | (79,758)              | 335%           |
| Facility Leases                  | 1,455,130            | 839,152              | 615,978               | 58%            |
| Utilities                        | 378,720              | 236,386              | 142,334               | 62%            |
| Maintenance                      | 214,650              | 127,608              | 87,042                | 59%            |
| Office & General Supplies        | 81,604               | 34,522               | 47,082                | 42%            |
| Advertising                      | 170,950              | 161,902              | 9,048                 | 95%            |
| Professional Services            | 104,300              | 219,775              | (115,475)             | 211%           |
| Information Technology           | 220,950              | 284,547              | (63,597)              | 129%           |
| Library & Instructional Supplies | 266,508              | 279,361              | (12,853)              | 105%           |
| Scholarships                     | 340,000              | 394,602              | (54,602)              | 116%           |
| Travel                           | 159,415              | 87,211               | 72,204                | 55%            |
| Property & Liability Ins.        | 135,000              | 100,842              | 34,158                | 75%            |
| Miscellaneous                    | 180,715              | 240,442              | (59,727)              | 133%           |
| <b>Total Expenditures</b>        | <b>\$ 13,694,392</b> | <b>\$ 9,379,075</b>  | <b>\$ 4,315,317</b>   | <b>68%</b>     |
| <b>Net Surplus/(Deficit)</b>     | <b>\$ -</b>          | <b>\$ 1,499,581</b>  |                       |                |

# NORTH COUNTRY COMMUNITY COLLEGE

## RESOLUTION

- WHEREAS Long Range Planning and Budget Committee reviewed and recommends the proposed 2018-2019 budget; and
- WHEREAS College Senate reviewed and recommends the proposed 2019-20 budget; and
- WHEREAS The College President concurs with the recommendations of the proposed 2019-20 budget and requests final action by NCCC Board of Trustees;

NOW, THEREFORE, BE IT

- RESOLVED that the North Country Community College Board of Trustees hereby approves the attached Operating Budget for the academic year beginning September 1, 2019 and ending August 31, 2020.

2018-19 | #19

May 10, 2019

Motion:

Seconded:



**President's Report to the Board of Trustees**

May 3, 2019

**Campus and External Relations:** Community sessions attended, presentations made, and “meet and greets” completed listed below.

| <b>Date:</b> | <b>With:</b>                           | <b>Location:</b>    |
|--------------|--|---------------------|
| 5/1/2019     | AdWorkshop Presentation – Phase 1 & 2  | Saranac Lake Campus |
| 5/2/2019     | St.Joe's New Program Launch            | Saranac Lake, NY    |
| 5/3/2019     | Association Board of Directors meeting | Saranac Lake, NY    |
| 5/8/2019     | Nursing Pinning Ceremony - Keynote     | Malone, NY          |
| 5/9/2019     | St.Joe's Board of Directors meeting    | Saranac Lake, NI    |
| 5/9/2019     | Nursing Pinning Ceremony               | Ticonderoga, NY     |
| 5/9/2019     | AdWorkshop Brand research presentation | Saranac Lake Campus |
| 5/10/2019    | Student Awards Ceremony                | Saranac Lake Campus |

**Middle States 2020-21 Self Study – Mission & Institutional Priorities** –On February 12<sup>th</sup> and April 12<sup>th</sup>, we hosted open forums to take up our current mission statement, vision statement and to look at our proposed institutional priorities to include in our self-study design proposal. The College also took up what institutional priorities we might include in its self-study proposal. Below is a table that shows three institutional priorities that MSCHE has selected for each institution center column). The far **right column** lists another two institutional priorities that has emerged out of feedback received at the open forums and input from the College community. The Senate will review these institutional priorities at their May meeting and I am requesting similar feedback from the Board of Trustees at the May 10<sup>th</sup> meeting.

|                                 | <b>Middle States Recommends...</b>   | <b>Priorities that have been discussed at NCCC over the years...</b>  |
|---------------------------------|--|---|
| <b>Institutional Priorities</b> | <ul style="list-style-type: none"> <li>• <i>Reaffirm Accreditation</i></li> <li>• <i>Campus Community Inclusivity</i></li> <li>• <i>Charting a path to continuous improvement</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Streamlining institutional processes through data-driven planning and interdepartmental collaboration (Including facilities, IT, enrollment, academic affairs) to help inform and improve strategic planning, curricular and program review</i></li> <li>• <i>Increasing institutional sustainability, community engagement, and student success through enrollment initiatives related to recruitment, retention, persistence, and completion grounded in student support and services that specifically support the institution reaching its established annual enrollment targets and goals</i></li> </ul> |





**Update on Search for Vice President for Marketing and Enrollment** – The search committee met on May 3<sup>rd</sup>. RH Perry has assembled a qualified candidate pool for the search committee members to begin reviewing.

**Saranac Lake Master Plan** – JMZ presented a draft of the proposed Saranac Lake Master Plan to the College community and guests on March 1<sup>st</sup> and then their final report to the College community and representatives from the sponsoring counties Tuesday, April 16<sup>th</sup>. The final report was also distributed to the College community and the Board of Trustees on April 14<sup>th</sup>. Following the presentation on the 16<sup>th</sup>, we will also want to obtain the Senate’s recommendation prior to the Board of Trustees adopting a resolution regarding its support of the Saranac Lake Master Plan. The Senate held a special Senate meeting on May 1<sup>st</sup> and decided to utilize Survey Monkey to survey the Senate members on a resolution that addresses the Saranac Lake Master Plan. Tenee Casaccio, JMZ principal, participated in the special Senate meeting via conference call. I will ask the Board to take up a resolution in support of the JMZ Master Plan for the Saranac Lake campus at the May 10<sup>th</sup> meeting.

**Update on Shared Governance Guiding Principles Document** - In December, the Shared Governance Working Group met to review the feedback we had received from various shared governance stakeholder groups on the draft document. One of the items we discussed then was the need to have clearer understanding in how across the College community we looked at shared governance terminology. As noted in my last report to the Board in April, an open forum was held on April 16<sup>th</sup> and where we addressed some of the terminology and some applications of shared governance in everyday situations. The draft document was updated and shared with the College and the Board of Trustees. I am requesting that each stakeholder group review and hopefully endorse the current draft (included in your Board packet) so that the College can have a final document in place.

*I wish to thank the working group on shared governance for their hard work over the last two years. In addition, recent conversations continue to confirm that the working group should remain intact to continue assessing how the institution is doing with shared governance and it should continue to work on how to improve the guiding principles document. Over the past 7-8 years, we have come a long way with institutionalizing shared governance across a number of stakeholder groups; we have come to better understand what we hope for between groups in regard to decision-making and communication. Because of the complexity involved, shared governance will likely remain a work in progress. The benefits to shared governance also moves beyond decision-making processes and communication as it also insures a fairer and more equal distribution of power dispersed through the institution. I wish to thank the Board of Trustees, the Senate, President’s Council, NCCCAP, CSEA and our student governments for their commitment to this important work over the years. Today, our system may not be perfect but it is seen by our peers as one of the strongest examples of good shared governance in the SUNY community college system.*

**NCCCAP Promotions** – The current collective bargaining agreement has a provision for annual review and promotion of NCCCAP members. I have reviewed the recommendations made by faculty, staff and senior leaders of the College and there are resolutions for action related to candidates I wish to move forward for promotion with the Board of Trustees.

**Five Year Financial Plan** – Bob Farmer presented the annually updated five-year financial plan for the College at Long Range Planning and Budget on May 2<sup>nd</sup>. Based upon enrollment, funding and expenditure projections, it forecasts our financial position for the next four years. The five-year plan will be moved to the Senate for their review and recommendation on May 13<sup>th</sup> and then moved to the Board of Trustees for action at the June meeting of the Board. I would like to thank Bob and his team for putting this annual update together.

**Brand Marketing Research Project - Ad Workshop** – Staff from AdWorkshop presented phase 1 and 2 of their marketing brand research to senior leaders and other college officials on May 1<sup>st</sup>. Due to the robust amount of data and the analysis shared by AdWorkshop staff, we have asked them to repeat the presentation for the rest of the College community on May 13<sup>th</sup> at 10AM (preceding the 11AM Senate meeting). Phase 3 and Phase 4 will be completed in the weeks ahead and will include at that time, a presentation on new logos and marketing messages the College will incorporate into all media materials used for promoting the College and recruiting prospective students. Board members are welcome to attend the May 13<sup>th</sup> presentation.

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS in December 2017, the College community formed a steering committee to create a Campus Master Plan for the Saranac Lake campus; and

WHEREAS in May 2018, the College hired JMZ Architects and Planners to create a Campus Master Plan and provide consultation on phasing and pricing; and

WHEREAS JMZ Architects and Planners provided a recommendation to the College of a new Saranac Lake Campus Master Plan on Tuesday, April 16, 2019;

WHEREAS JMZ Architects and Planners presented at open forums to the College and the Community regarding their recommendation; and

WHEREAS in May 2019, the College Senate voted to endorse the Campus Master Plan for the Saranac Lake Campus; and

WHEREAS the College President approves the recommendation from JMZ Architects and Planners on the Campus Master Plan and supports the Senate recommendation.

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the Saranac Lake Campus Master Plan as it was presented to the College community on April 16, 2019.

2018-19 | #  
MOTION:  
SECONDED:  
ACTION:

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Vice President of Academic Affairs recommends Chad LaDue for promotion from the rank of Assistant Professor to the rank of Associate Professor effective September 1, 2019,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the promotion of Chad LaDue for promotion from the rank of Assistant Professor to the rank of Associate Professor effective September 1, 2019 at Step 37 at \$79,721 for 2019-2020. This position is currently funded in the 2019-2020 operating budget.

2018-19 | #22

Motion:

Seconded:

Action:

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Vice President of Academic Affairs recommends Richard Martin for promotion from the rank of Assistant Professor to the rank of Associate Professor effective September 1, 2019,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the promotion of Richard Martin for promotion from the rank of Assistant Professor to the rank of Associate Professor effective September 1, 2019 at Step 18 at \$54,522 for 2019-2020. This position is currently funded in the 2019-2020 operating budget.

2018-19 | #23

Motion:

Seconded:

Action:



**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Vice President of Academic Affairs recommends Michael Shepard for promotion from the rank of Associate Professor to the rank of Professor effective September 1, 2019,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the promotion of Michael Shepard for promotion from the rank of Associate Professor to the rank of Professor effective September 1, 2019 at Step 31 at \$71,763 for 2019-2020. This position is currently funded in the 2019-2020 operating budget.

2018-19 | #24

Motion:

Seconded:

Action:

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Vice President of Academic Affairs recommends Sarah Shoemaker for promotion from the rank of Assistant Professor to the rank of Associate Professor effective September 1, 2019,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the promotion of Sarah Shoemaker for promotion from the rank of Assistant Professor to the rank of Associate Professor effective September 1, 2019 at Step 19 at \$55,849 for 2019-2020. This position is currently funded in the 2019-2020 operating budget.

2018-19 | #25

Motion:

Seconded:

Action: