

# BOARD OF TRUSTEES MEETING

11:00 a.m. | January 26<sup>th</sup>, 2018

Saranac Lake Campus

## AGENDA

- I. Call to Order
- II. Approval of December 22<sup>nd</sup>, 2017 minutes
- III. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- IV. College Reports
  - A. Board Chair
  - B. Vice President for Academic Affairs
    - 1. Resolution 2017-18 | 12 - Registration of Nursing Program in Malone
    - 2. Presentation on Student Learning Outcomes Assessment – Sarah Maroun
  - C. Dean of Admissions
  - D. Vice President for Administration & Fiscal Operations
    - 1. Financial Statements for November & December 2017
    - 2. Resolution 2017-18 | 13 - Comptroller Appointment
  - E. President
  - F. Representative Reports
    - 1. NCCC Association
    - 2. NCCC Foundation
- V. Old Business
- VI. New Business
  - A. Strategic Plan Implementation Timeline
  - B. Appoint Trustee to Foundation Board
- 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, December 22<sup>nd</sup>, 2017 | Saranac Lake Campus*

**Board Members Present:** Tim Burpoe, Steve Reed, Mary Kay Tulloch, Anne McDonald, Dan Kelleher, Mary Irene Lee, Mark Moeller, and Joe Costa.

**Excused:** Jerry Griffin, and Pete Suttmeier.

**Others Present:** Steve Tyrell, Stacie Hurwitch, Chris Tacea, Bob Farmer, Joe Keegan, Lisa Symonds, Diana Fortune, Dianna Trummer, Sarah Kilby, Chris Knight, Chad LaDue, Joe Pete Wilson.

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Board Vice-Chair, Tim Burpoe, called the meeting to order at 11:04 AM.

**Approval of Minutes**

Anne McDonald made a motion to approve the November 30<sup>th</sup>, 2017 minutes. Daniel Kelleher seconded the motion. The November 30<sup>th</sup>, 2017 minutes were approved unanimously (6-0-0).

**College Senate**

Sarah Kilby reported:

- The Curriculum Committee approved the changes in Malone RN program; in the future this will eliminate having RN courses held through video conferencing between the campuses.
- Next Senate meeting is scheduled for early February.

**NCCCAP**

Chad LaDue reported:

- The Labor/Management team has been meeting monthly and the time has been productive and successful.
- Frequent one-on-one meetings with Steve Tyrell have been going well.

**CSEA**

Dianna Trummer reported:

- The final completed contract between NCCC and CSEA will hopefully be shared with members in January. The contract currently resides with Essex County awaiting to be signed.

**Board Chair Report**

No report.

**Vice President for Academic Affairs**

Joe Keegan reported:

The presence of the Board, with more visibility across the academic area, has been appreciated and we look forward to the New Year.

*The board acted on the following resolution:*

Steve Reed recommended resolution 2017-18 | 09 that the North Country Community College Board of Trustees hereby approves (1) Michael Saulpaugh's 2017/2018 salary will increase retroactively to

\$42,805 with an effective date of January 1, 2018, (2) the retroactive amount will equate to \$9,333 and will be paid in equal bi-weekly payments through August 31, 2018, (3) Michael Saulpaugh will receive the 2018/2019 contractual increase per the CBA. Daniel Kelleher seconded the motion. The resolution was approved unanimously (8-0-0).

\* Please note, due to emerging hazardous weather conditions, the planned presentation on Student Learning Outcomes Assessment from Sarah Maroun has been postponed.

#### **Dean of Admissions Report**

Chris Tacea reported:

- Confirmed our admissions numbers are parallel to those of last year's Spring enrollment.
- The Admissions team is working hard to enroll additional continuing students and get them registered for the Spring-18 semester.

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

- Bob Farmer discussed the Colleges current position with for the 2016-17 year in regards to revenue and expenditures. He specifically noted surplus for the 2016-17 year.
- Bob Farmer presented the September and October financials to the Board. Mark Moeller moved to approve the financials. Joe Costa seconded the motion. The motion was approved unanimously (8-0-0).
- Steve Tyrell reported the College has the second best fund balance/operating budget of all the 30 Community Colleges in New York State. NCCC shared this news with the sponsoring counties of Essex & Franklin. NCCC has decided to build a strong ratio as a means to counter any future budget shortfalls.
- Chad LaDue commented, as NCCCAP Union president, the members are very pleased with how well the College is doing financially.

*The board acted on the following resolution*

Anne McDonald recommended resolution 2017-18 / 10 that the North Country Community College Board of Trustees hereby approves the Investment Policy – FIN200. Mary Kay Tulloch seconded the motion. The resolution was approved unanimously (8-0-0).

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

Steve Tyrell shared his written report and highlighted:

- SUNY Potsdam initiative continues to move forward. Both Stacie Hurwitch and Carol Rourke (Potsdam) are arranging a meeting with SUNY Administration and the two Colleges in the next few weeks. The goal is to work with SUNY Administration to address any concerns they may have and assist in expediting the Extension Site Application. After SUNY review, the application moves to New York State Education Department for their review and approval.
- Implementation plans for the Strategic Plan will be shared with the Board at the January Board meeting, and once the College faculty and staff have the chance to review and edit as needed.

*The board acted on the following resolution:*

Mark Moeller recommended resolution 2017-18 | 11 that the North Country Community College Board of Trustees hereby approves the appointment of Robert Farmer, to the full-time, management

confidential, twelve month, 261-day, exempt appointment as Vice President of Administration / Chief Operating Officer effective 12/25/2017, and at an annual salary of \$129,329. Steve Reed seconded the motion. The resolution was approved unanimously (8-0-0).

**NCCC Association:**

No report.

**NCCC Foundation:**

Diana Fortune expressed appreciation to the Board for their contributions to the Foundation.

**Old Business:**

- Steve Tyrell shared with the board the draft SUNY Potsdam Implementation Timeline. This document will help to keep the College stakeholders on track to ensure a successful launch of the program in Fall-2018. There has been good feedback from the community and the College is still accepting comments and edits.
  - Chad LaDue reported that NCCCAP members feel positive about the way in which the Shared Governance process was used in the development of this new initiative. They felt they were genuinely in the loop and urges the College to continue this practice in future decision making.

**Public Comment:**

None.

**Executive Session**

Steve Reed made the motion to enter Executive Session at 11:33 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.* Joe Costa seconded the motion. The motion was passed unanimously (8-0-0). Steve Tyrell was invited to join the meeting at 11:34 p.m.

Joe Costa made a motion to adjourn executive session at 12:10p.m. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

**Adjourn**

Joe Costa made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 12:11p.m.

Respectfully Submitted,



Stacie G. Hurwitch  
Assistant Secretary to the Board of Trustees

UNAPPROVED



Academic Affairs  
North Country Community College  
VPAA Report to the Board of Trustees  
January 26<sup>th</sup>, 2018

Greetings to you all and Happy New Year! The Spring 18 semester is underway with the faculty and professional staff returning last week. Students kicked off the term on Monday, January 22<sup>nd</sup>. Since your last meeting there are a few things to report which I have included below:

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

- **Relocating Programs:**
  - *AS Business: Sports Management* registration at Malone campus proposal is being reviewed by Curriculum Committee early this semester.
  - *AAS Nursing* registration in Malone was approved by the CC and the Senate at their last meeting and we have that before you today for the Board's review.
  - *Certificate in Entrepreneurship* – No update.
  - *AAS Entrepreneurship Mgmt – Malone*: We anticipate that the program announcement will be on its way to SUNY for review by the time of the Board's meeting.
  - *AA Liberal Arts – Childhood/Early Childhood Teacher Ed Transfer*: No update.
  - *AAS Human Services – Ticonderoga*: We learned that NYSED requires a master plan amendment when registering new programs in new HEGIS area and will have to hold on this registration for the time being.
  - *AA Liberal Arts and Sciences – Hum/Soc Science – English advising track*. We will be working with the Humanities Department to move it forward.
  - *EMT*: Our first EMT Basic course in a number of years is being offered by Scott Harwood in Saranac Lake. We have continued to partner with community as well as departmental colleagues to look at developing a more substantial set of offerings and hope to have more to report at the Board meeting.
- **SUNY Potsdam Proposal**: SUNY had a few questions/suggestions regarding the proposal which we have answered and on their guidance have held off on resubmitting the proposal until their legal counsel has wrapped up their review of our MOU. We are hoping to have final guidance on that soon. We have also begun the search for the Extension Center Director.
- **Assessment of Student Learning**: We have continued our work in connecting the dots on the assessment of student learning and strengthening our culture of assessment. The faculty participated in a full day workshop on assessment put on by two Assistant Provosts from SUNY on January 17, 17. Sarah Maroun led the efforts and arranged for their presentation, which we have had very positive responses on.
- \* **College Bridge**: No update.
- **Academic Policies**
  - *Academic Integrity Policy and Classroom Conduct Policy* – the policies have been moved out to Academic Policy and Standards Committee for their review and NCCCAP has been discussing them in regards to any possible impact on working terms and conditions.

\* **Campus Advisory Boards:**

- We will be working on the creation and scheduling of the SL campus advisory board shortly as well as reviewing the minutes from the meetings in Malone and Ti to examine next steps.

\* **Faculty/Staff Searches:**

We have seven full-time positions we will be looking to fill this year:

- *Science Instructor* – Search is underway.
- *P-TECH Liaison* - Search is underway.
- *SUNY Potsdam Extension Center Director* - Search is underway.
- *Women's Soccer/LAX Coach and Athletic Program Assistant*
- *College Registrar*
- *Director of Radiologic Technology*
- *Associate Dean for Academic Affairs*

\* **Grants and Experiments:**

Here is a brief update on our grants:

- *Second Chance:* The Spring 18 semester is underway with nearly 170 students signed up across the four facilities. Many thanks to Sarah Kilby for her stewardship of the program!
- *P-TECH Programs* – Search for a new liaison is underway.
- *Perkins:* The program is in full swing with our Career Services Coordinator and retention specialists at Malone and SL.

Respectfully submitted,  
Joe

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

- WHEREAS** There is a need in northern Franklin County and surrounding communities for us to continue preparing students for a career as a registered nurse, and
- WHEREAS** There is strong student interest in northern Franklin County and surrounding communities for our *AAS Nursing* program on our Malone campus, and
- WHEREAS** These is a desire by the Nursing faculty and our AAS Nursing students to offer the AAS Nursing program in person rather than through video-conferencing, and
- WHEREAS** NCCC has the faculty in place to offer the program through traditional face-to-face instruction at the Malone campus, and
- WHEREAS** Doing so will improve instruction as well as student and faculty satisfaction with the program instruction, and
- WHEREAS** The Vice President of Academic Affairs, the Social Sciences Department and the Humanities Department concur, and
- WHEREAS** The Curriculum Committee and College Senate have approved the proposal, and
- WHEREAS** The President has reviewed the proposal and endorses the recommendation;

**NOW, THEREFORE, BE IT**

**RESOLVED** that the North Country Community College Board of Trustees approves the submission of a program proposal to SUNY and NYSED for NCCC to register a stand-alone AAS Nursing program at the Malone campus.

2017/18 | 12  
January 26<sup>th</sup>, 2018

**Motion:**  
**Seconded:**  
**Motion Approved: (0-0-0)**

**A.A.S. NURSING**  
**(HEGIS 5208.10)**



<b>I. PREREQUISITE COURSES (34 credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A. BIO 109 Human Biology</b>	4		
<b>B. BIO 201 Microbiology</b>	4		
<b>C. ENG 101 English Composition I</b>	3		
<b>D. NUR 101 Nursing I</b>	7		
<b>E. NUR 102 Introduction to Nursing Pharmacology</b>	1		
<b>F. NUR 104 Nursing II</b>	7		
<b>G. NUR 108 Nursing Pharmacology II</b>	2		
<b>H. PSY 101 Introductory Psychology</b>	3		
<b>I. PSY 202 Developmental Psychology</b>	3		

<b>II. FALL SEMESTER (15 credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A. BIO 215 Anatomy &amp; Physiology I</b>	4		
<b>B. NUR 201 Maternal/Child Nursing</b>	5		
<b>C. NUR 202 Psychiatric/Mental Health Nursing</b>	5		
<b>D. NUR 203 Managing Patient Care</b>	1		

<b>III. SPRING SEMESTER (17 credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A. BIO 216 Anatomy &amp; Physiology II</b>	4		
<b>B. NUR 204 Adult Medical-Surgical Nursing</b>	9		
<b>C. NUR 205 Professional Seminar</b>	1		
<b>D. MAT 121 Elementary Statistics or higher (MAT 121 recommended)</b>	3		

**MINIMUM TOTAL CREDITS 66**



## Curriculum Request Form

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> New Program Proposal | <input type="checkbox"/> Program Change      | <input type="checkbox"/> Program Deactivation |
| <input type="checkbox"/> Program Reactivation            | <input type="checkbox"/> New Course Proposal | <input type="checkbox"/> Course Changes       |
| <input type="checkbox"/> Course Deactivation             | <input type="checkbox"/> Course Reactivation | <input type="checkbox"/> Course Outline       |
|  | <input type="checkbox"/> Worksheet Change(s) |   |

PROPOSED CHANGE(S):  Department  Number  Title  Prefix  Prerequisite  
 Content  Level  Fee  Yes - contact LRPB  No

Date:

Program Title:

Course Title:

Department:

Prerequisite:

(attached course outline for prerequisite)

Course Level:

(if any new assigned by registrar)

Credits:

Contact Hours:

Prerequisite:

(attached course outline for prerequisite)

College Bridge Course:  Yes  No

Course Fee: \$      LRPB Contacted:  Yes  No      Business Office Notified:  Yes  No

### CHANGE TO:

Program Title:

Course Title:

Department:

Prerequisite:

(attached course outline for prerequisite)

College Bridge Course:  Yes  No

Course Fee: \$      LRPB Contacted:  Yes  No      Business Office Notified:  Yes  No

**DESCRIBE IMPACT ON OTHER COURSE(S) AND/OR PROGRAM(S):**

As noted, we don't envision significant change to either programs or courses. The AAS Nursing requirements will remain the same, thus the supporting liberal arts courses (i.e. biology, English, mathematics) which are currently offered in Malone to students in the video AAS Nursing program will still be needed. If any impact will be felt, we anticipate it being in the IT area as indicated above. Having fewer video courses to support we believe will help them significantly.

**APPROVALS:**

Dandra E. Leonard, MSN, RN, CNOR, NEA-BC Date: 11/13/2017

\* Department Coordinator/Director

Alison W. Date: 12/3/2017

\* Curriculum Committee Chair

Sub Pring Date: 1/12/18

\* Senate Chair

Joe Keegan Date: 1/20/18

\* Vice President for Academic Affairs

Date: \_\_\_\_\_

\* President

Date: \_\_\_\_\_

\* Board of Trustees

Date: \_\_\_\_\_

\* Records

**North Country Community College  
New Degree Program Proposal  
*AAS Nursing***

**Date: September 25<sup>th</sup>, 2017**

**Proposal:**

The Nursing department is proposing the establishment of a new program, *AAS Nursing* (HEGIS 5208.10) on our Malone campus. Some of you may say, "Wait! Don't we already have an *AAS Nursing* program in Malone?" The answer is "sort of". A short history of Nursing at NCCC is instructive:

- In 1968, we established a LPN Certificate on our Malone and in Saranac Lake campuses.
- In 1984, the College added an RN program (*AAS Nursing*) in Saranac Lake.
- In 2004, we added a distance learning (video-conferencing) modality specifically from SL to Malone.
- In 2006, we registered the LPN program on our Ticonderoga campus.
- In 2009, we added the RN program to our Ticonderoga campus.

The program history illustrates several important points, not the least of which is the fact that Nursing has been part of the fabric of NCCC since the College's inception. For the purposes of this proposal, it clarifies for us that while the students were physically in Malone, their program was *registered* in Saranac Lake.

As noted, our proposal is to move from the video-conferencing modality to a stand-alone, on-ground *AAS Nursing* program in Malone. When initiated in 2004, video-conferencing was a way to provide the program to students at the Malone campus with limited Nursing faculty resources. Since then, we have observed that students on the receiving site (Malone) feel short-changed by not having their instructor directly in class with them. Added to that, as the video-conferencing equipment aged, we have found it vexing at best to deliver the high-quality instruction the program is known for using this modality. Invariably, the equipment drops sound and video routinely and in a video class, when that happens, both the receiving and sending class are impacted. Even in the best of video circumstances, the Nursing Department would agree that face-to-face delivery is the best approach.

Thus, we believe that at this juncture that the important pieces of the puzzle (i.e. academics, faculty staffing pattern, enrollment, and workforce demand) are all in place to support this move. Academically, our LPN and RN programs are standardized regardless of the campus where they are offered. The department has a set of internal measures that ensure uniformity in content within the program. On all campuses, the liberal arts support courses are offered, thus we see no changes there. As with other programs, students will be able to take up to 50% of the program online. In *AAS Nursing*, at this point, this would not be possible given that neither the nursing core nor many of the science labs are available online.

Programmatically, over the last twelve years, we have made changes to the *AAS Nursing* program, including the addition of departmental faculty members and the reduction of credits from 74 to 66 to be in line with SUNY Seamless Transfer.

**A.A.S. Nursing in Malone**

**Discussion:**

- The math department wonders what sort of plan is in place to provide sufficient lab space, as currently on the Malone campus there is only sufficient lab space to run one lab at a time.
- The math department also believes that there would need to be an additional Biology instructor on the Malone campus to cover Human Biology, Anatomy and Physiology and the like.
- Regarding Nursing Staff, we wonder if two instructors on each campus will provide sufficient coverage to cover all required nursing courses.
- And finally, we recommend that the math requirement remain as stated, but with the additional statement that "(MAT121 recommended)" be added to help advisors- if that is a shared belief of the Nursing department.

I believe this is an exciting opportunity for the Malone students and campus. Thank you for including us in this dialogue.

*Allison Warner*

*Assistant Professor of Mathematics*

*Mathematics Department Chair*

**Science**

Hi Sandy,

**September 26, 2017**

I support the stand-alone, on the ground AAS Nursing program in Malone.

*Judy Steinberg, Ph.D.*

*Professor of Biology*

*Chair, Science Department*

**Social Sciences**

Hi Sandra,

**September 27, 2017**

I have reviewed the proposal and as long as the SS dept can continue to meet the needs of the NUR dept as currently required, we are in support of the proposal.

Best,

*Cammy Sheridan*

*Associate Professor*

*Chair, Social Sciences Department*

**Learning Assistance Center – Malone**

Hi, Sandra,

**September 28, 2017**

Thank you for sending the proposal and curriculum document outlining the proposed AAS Nursing for the Malone NCCC campus. I have no concerns; only support and enthusiasm for this addition to our programs and for the opportunities it offers to Malone-based students.

Long-Range Planning and Budget Committee  
Hi Sandra,

October 21, 2017

I am fully in support of this proposal in both my capacities as HUM Dept. Chair and Chair of LRPBC. I have taken the liberty of suggesting some editorial changes to the wording/punctuation (see attached).

*Bruce Rowe*  
*Chair, Long-Range Planning and Budget Committee*

Academic Affairs  
Hi Sandy,

October 26, 2017

Thank you for moving this proposal forward. I have no doubt that your departmental colleagues and future RN students will be grateful for moving to a fully on-ground offering and away from video-conferencing. Over the years, the students on the receiving end (Malone) have often noted feeling detached from their teachers and fellow students at the transmission site (Saranac Lake) and found that regardless of how good our system was, the delivery was not as well-received as when it was provided face-to-face.

I, too, am supportive of this move as I believe that the quality of the learning experience for our Malone students will improve because of it. We could anticipate that there may be some corresponding increases in student retention, completion and success in passing the N-CLEX exams with this move. I trust that given your current staffing pattern (six full-time instructors, one full-time clinical coordinator and a full-time director) the core will be able to be covered.

In the process of reaching out to your colleagues, there were some good questions raised, most notably by the Math Department and Enrollment Management. I have addressed those questions here and hope that all find them helpful:

- Is the program 64 credits or 66? *Answer: 66 credits.*
- You mentioned that the program won't have additional cost...by taking the VC away, would we not increase mileage expenses to teach face-to-face? *Answer: Possibly. There is already travel between SL and Malone for RN instruction (going both ways), thus if there are additional costs, we would expect them to be minimal. If you consider the costs associated with IT support of the instruction for the program using VC, we all anticipate this change to reduce those.*
- The math department wonders what sort of plan is in place to provide sufficient lab space, as currently on the Malone campus there is only sufficient lab space to run one lab at a time. – *Answer: While we would love to add more lab space on the Malone campus, that is not identified as a need for this proposal. The LPN class has more lab needs and this proposal is not asking for any additional Nursing lab or Science lab space.*
- The math department also believes that there would need to be an additional Biology instructor on the Malone campus to cover Human Biology, Anatomy and Physiology and the like. *Answer: The Science Department and Academic Affairs agrees and we have identified that the Science Instructor search that is beginning this fall to replace Dr Peter Sayles who is retiring will be located on the Malone campus.*

**A.A.S. NURSING - Old Version**  
**(HEGIS 5208.10)**



<b>I. PREREQUISITE COURSES (34 credits)</b>			<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A.</b>	<b>BIO 109</b>	<b>Human Biology</b>	4		
<b>B.</b>	<b>BIO 201</b>	<b>Microbiology</b>	4		
<b>C.</b>	<b>ENG 101</b>	<b>English Composition I</b>	3		
<b>D.</b>	<b>NUR 101</b>	<b>Nursing I</b>	7		
<b>E.</b>	<b>NUR 102</b>	<b>Introduction to Nursing Pharmacology</b>	1		
<b>F.</b>	<b>NUR 104</b>	<b>Nursing II</b>	7		
<b>G.</b>	<b>NUR 108</b>	<b>Nursing Pharmacology II</b>	2		
<b>H.</b>	<b>PSY 101</b>	<b>Introductory Psychology</b>	3		
<b>I.</b>	<b>PSY 202</b>	<b>Developmental Psychology</b>	3		

<b>II. FALL SEMESTER (15 credits)</b>			<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A.</b>	<b>BIO 215</b>	<b>Anatomy &amp; Physiology I</b>	4		
<b>B.</b>	<b>NUR 201</b>	<b>Maternal/Child Nursing</b>	5		
<b>C.</b>	<b>NUR 202</b>	<b>Psychiatric/Mental Health Nursing</b>	5		
<b>D.</b>	<b>NUR 203</b>	<b>Managing Patient Care</b>	1		

<b>III. SPRING SEMESTER (17 credits)</b>			<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A.</b>	<b>BIO 216</b>	<b>Anatomy &amp; Physiology II</b>	4		
<b>B.</b>	<b>NUR 204</b>	<b>Adult Medical-Surgical Nursing</b>	9		
<b>C.</b>	<b>NUR 205</b>	<b>Professional Seminar</b>	1		
<b>D.</b>	<b>MAT 121</b>	<b>Elementary Statistics or higher</b>	3		

**MINIMUM TOTAL CREDITS 66**

**North Country Community College  
Recommended Course Sequence  
-A.A.S. Nursing Degree Program-**

This sequence is recommended for students in the A.A.S. Nursing Program. This sequence assumes that the student will be attending NCCC full-time for two years. However, many students choose to take a reduced course load to complement their life schedules. Regardless, we recommend that you speak with an Academic Advisor prior to each semester to ensure that you are on track, as some courses require prerequisites and others are offered only in the Fall/Spring semesters.

<b>PREREQUISITE COURSES</b>			<b>34cr</b>
BIO 109	Human Biology (including lab)	4cr	
BIO 201	Microbiology	4cr	
ENG 101	English Composition I	3cr	
NUR 101	Nursing I	7cr	
NUR 102	Introduction to Pharmacology	1cr	
NUR 104	Nursing II	7cr	
NUR 108	Nursing Pharmacology II	2cr	
PSY 101	Introductory Psychology	3cr	
PSY 202	Developmental Psychology	3cr	
<b>Semester 3 (Fall #2)</b>			<b>15cr</b>
BIO 215	Anatomy & Physiology I	4cr	
NUR 201	Maternal/Child Nursing	5cr	
NUR 202	Psychiatric/Mental Health Nursing	5cr	
NUR 203	Managing Patient Care	1cr	
<b>Semester 4 (Spring #2)</b>			<b>17cr</b>
BIO 216	Anatomy & Physiology II	4cr	
NUR 204	Adult Medical-Surgical Nursing	9cr	
NUR 205	Professional Seminar	1cr	
MAT 121	Elementary Statistics or higher	3cr	

### **Support and Retention of Clinical Adjunct Faculty:**

Chuck VanAnden raised the issue of the constant turn-over of qualified clinical faculty. The vast majority of clinical adjuncts are working above and beyond their current full-time employment and find it difficult to do so for extended periods of time. Others are currently and temporarily employed and work as adjuncts until they either return to a full-time status or find full-time work. The number of bachelor's prepared nurses, let alone master's prepared nurses willing, able and prepared to be clinical instructors is challenging.

Selina LeMay-Klippel stressed that frequent and supportive communication is key. In doing so she stressed that we need to communicate a critical and appropriate times so clinical faculty have a sense of value and a feeling of support and belonging.

### **Testing**

Student access to test bank questions remains a problem. If we rely on the test banks students will possibly have inflated grades that do not reflect their level on competency and readiness to take national boards. Faculty are working hard to identify alternative sources for well normed test questions.

### **Challenges of Large Class Sizes**

The number of students in each program on each campus creates major challenges. The challenges include crowded classroom space that is not supportive of quality teaching nor learning; small crowded nursing lab space that inhibits teaching, learning and scheduling; and severe limitations in providing adequate clinical experiences. The availability of clinical sites with patient censuses adequate to provide learning for the students is a serious problem. There are times at both Alice Hyde and Adirondack Health that the number of students assigned to the facility exceed the number of inpatients; learning is difficult and the burden on the facility staff is problematic. Furthermore, the availability of clinical sites for maternal and child health and mental health experiences is very limited. This is especially so for the LPN year where our larger clinical partners do not accept LPN students. We therefore need to rely on small office-based assignments.

The identification of appropriately trained and available clinical instructors who are able to make the required time commitments is a problem.

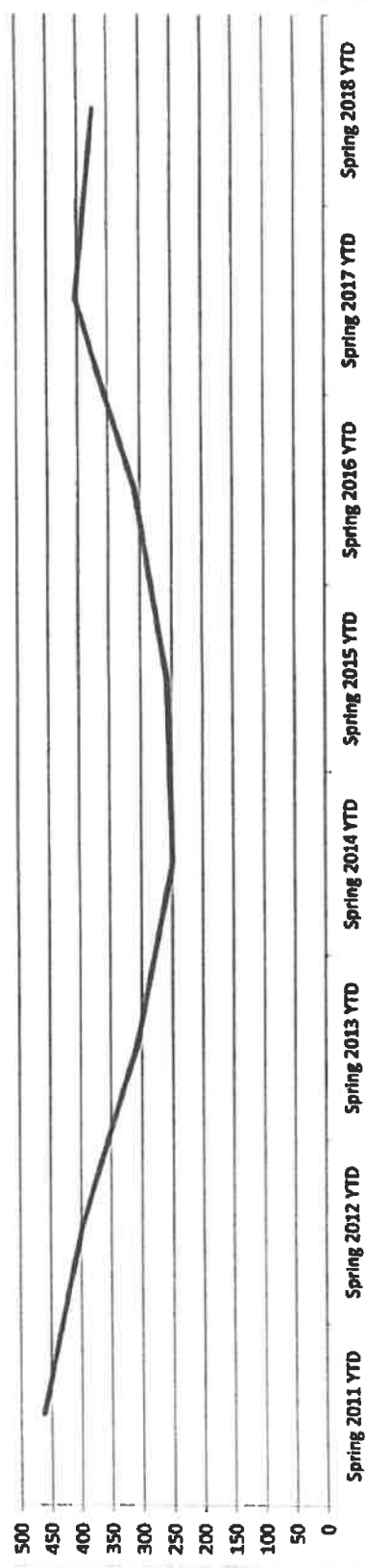
Chuck VanAnden asked each of the faculty to objectively review classroom needs /availability; nursing lab capacity and clinical opportunities and determine a realistic program capacity (whether larger than we currently have or smaller). We discussed the importance of maximizing the class size but being able to assure quality as well. By mid-February the estimates are to be available for further discussion and creative planning.



**Board of Trustees Report  
Office of Admissions  
1/16/2018**

Current Year: 2018																
Data Date: 10/16/2018 *Rough estimate based on available data in CAMS																
*as compared with 10/16/2017 prior year	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD
Spring Applications (YTD)	462	399	308	249	258	309	402	373	462	399	308	249	258	309	402	402
Deposits	70	47	64	38	39	39	39	38	70	47	64	38	39	39	39	39
Admits	175	174	137	132	115	140	214	157	175	174	137	132	115	140	140	214
Wait List (Nursing, RAD)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Application Status	1	2	3	0	1	0	0	0	1	2	3	0	1	0	0	0
Received Applications Pending Review	42	9	8	2	19	9	51	14	42	9	8	2	19	9	51	51
Incomplete Applications	138	135	76	64	57	117	83	151	138	135	76	64	57	117	117	83
Application Withdrawn	17	20	16	8	23	2	12	12	17	20	16	8	23	2	12	12
Application Inactive	0	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0
Application Rejected	19	12	4	5	4	0	3	1	19	12	4	5	4	0	4	3
Registered First Time, Transfer and Readmit	171	150	156	112	135	81	189	137	171	150	156	112	135	81	189	189

**Spring Applications (YTD)**



**Application Breakouts YTD:**

	<u>Spring 2018</u>	<u>Spring 2017</u>	<u>Spring 2016</u>	<u>17-18#/% Difference</u>	<u>16-18#/% Difference</u>
Applications:	373	402	309	-29/-7.2%	64/20.7%
Deposits:	38	39	39	-1/-2.6%	-1/-2.6%
Admits:	157	214	140	-57/-26.6%	17/12.1%
Incompletes:	151	83	117	68/81.9%	34/29.1%

**New Student Registrations: Nov & Dec**

Saranac Lake:	26	27	-1/-3.7%
Ti:	11	5	6/120.0%
Malone:	35	36	-1/-2.8%
<b>Total:</b>	<b>72</b>	<b>68</b>	<b>4/5.9%</b>

**Admissions Activities:**

1. Current/rolling NCCC/Potsdam offering sent: 254 students
2. Last New Student Registration will be Thursday the 18th
3. Happy New Year!

**Financial Aid Report:**

1. Spring 18 award packaging is in full swing
2. Spring 18 Excelsior is currently being reviewed
3. Fall 18 FA is being prepared for full processing in PowerFails
4. March 1st is our goal for Fall 18 award ltrs to be mailed

**PSA:**

Friendly reminder that weekly admission numbers, the enrollment action plan, high school/community college data/webinars, and other useful enrollment resources are on Faculty SharePoint under the folder of Admissions.



## **North Country Community College**

Sponsored by Franklin and Essex Counties

### **OPERATING FUND FINANCIAL REPORT**

**As of November 30, 2017**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**January 26, 2018**

**ROBERT FARMER**

**Vice President of Administration, CFO**

Is 01.23.18

**North Country Community College**

**Financial Statement Outline**

**November 30, 2017**

**Balance Sheet:**

**Assets-** Increased by \$93,538 from same time last year

**Cash-** Cash is based on timing of deposits and AP check runs.

**Accounts Receivable, Students-** The variance is due to an increase in the tuition rate. We still have a few students completing the Financial Aid process.

**Due from NCCC Foundation-** Transfers were completed from the college. The variance is due to retirements not being recorded showing a decrease due from the Foundation.

**Due from Governments-** Money's owed to the college for State and Federal financial aid. These funds are primarily drawn in from the Business Office when cash is needed for operating expenses and student refunds.

**Liabilities-** Increased by \$357,472 from same time last year

**Due to Association and Foundation-** Again, the increase is primarily due to the time of transfers and payments processed by the college. The Foundation transfer was done in October and a payment is expected to be made to the Association.

**Due to Retirement-** The accrued liabilities for ERS, TRS and TIAA-CREF need to be recorded for the month of 2017-18.

**Other Liabilities-** The college wrote off outstanding checks that haven't been cashed by student in the amount \$48,979.56 to NYS State. These funds will be sent to the state after the completion of the audit as unclaimed funds.

**North Country Community College**

**Financial Statement Outline**

**November 30, 2017**

**Revenues:**

**Tuition and Fees:** We have billed 47% of our Tuition and Fees for this fiscal year. We are down \$93,279 from last year at this time. The tuition rate was increased however at the time of this report we are slightly down in FTE's from last year. We do project to meet or go slightly over our current budget number of 975. College Bridge registration is complete and the Business Office is still imputing the tuition.

**Sponsor Contributions-**Our Sponsor contributions will remain the same throughout the year.

**Chargebacks-** No Change at this time.

**Out of State Tuition-** We are current over \$17,126 in out of state tuition from last year at this time. We increased the out of state tuition rate, and are currently over by 4 students for the FA-17 semester.

**State-Aid-** State Aid is funded based on 1,125 FTE. The State Aid rate is \$2,747 for 17-18. At this time the state is projecting the following aid:

Base Aid	\$3,090,375
Rental Aid	670,070
Low Enrollment	188,000
Recruiting/Marketing	2,950
Job Linkage	42,538

**Contributions:** The Foundation refinanced their current bonds. The agreement between the Foundation and College is the college receives contributions from the rental payment minus the bond payment. With the refinancing the bond payment will be lower, the college will receive higher contributions for the year. Contributions are recorded to date.

**Expenses:**

Some expenses within Equipment and Information Technology need to be moved to the Capital Account. Retirement expenses have not been record for the 17-18 year.

North Country Community College Balance Sheet NOVEMBER 30, 2017			
	Current YTD Actual	Prior YTD Actual	Variance
<b>Assets</b>			
Cash	\$ 2,819,963	\$ 2,924,015	\$ (104,052)
Accounts Receivable-Students	653,177	595,209	57,968
Due From NCCC Association	37,004	58,767	(21,763)
Due From NCCC Foundation (Contributions)	572,270	694,590	(122,320)
Due From Other Funds	355,269	407,686	(52,416)
Due From Governments (State & Fed Fin Aid)	3,691,923	3,355,661	336,261
Prepaid Expenses	(5,570)	(5,430)	(140)
<b>Total Assets</b>	<b>\$ 8,124,036</b>	<b>\$ 8,030,498</b>	<b>\$ 93,538</b>
<b>Liabilities</b>			
Accounts Payable	\$ 333,314	\$ 677,192	\$ (343,878)
Payroll & Benefits Liabilities	177,506	328,492	(150,986)
Due to NCCC Association (Room, Meals, Books)	1,111,868	620,692	491,176
Due to NCCC Foundation (Rent)	279,652	340,731	(61,079)
Due to Other Funds	20	41	(21)
Due to Retirement	121,097	(36,045)	157,143
Compensated Absences	258,987	258,987	-
Other Liabilities	628,408	363,290	265,118
<b>Total Liabilities</b>	<b>\$ 2,910,852</b>	<b>\$ 2,553,380</b>	<b>\$ 357,472</b>
<b>Month End Equity</b>	<b>\$ 5,213,184</b>	<b>\$ 5,477,118</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 8,124,036</b>	<b>\$ 8,030,498</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/16	\$ 4,103,505		
Estimated 16-17 Surplus (before audit)	\$ 775,831		
Project Fund Balance as 09/01/17	\$ 4,879,336		
* GASB 45 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits" Currently, NCCC would be responsible for \$4,014,424.			

North Country Community College Revenues & Expenditures NOVEMBER 30, 2017				
	Annual Budget	17-18 YTD Actual	Budget Variance	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,596,360	\$ 2,616,774	\$ 2,979,586	47%
Sponsors' Contribution	2,480,000	624,167	1,855,833	25%
Chargebacks	682,500	275,145	407,355	40%
Out-of-State Tuition	608,685	284,928	323,757	47%
State Aid	4,116,376	1,131,062	2,985,314	27%
Contributions	991,450	292,164	699,286	29%
<b>Total Revenues</b>	<b>\$ 14,475,371</b>	<b>\$ 5,224,240</b>	<b>\$ 9,251,131</b>	
<b>Expenditures</b>				
Salaries	\$ 7,098,337	\$ 1,782,351	\$ 5,315,986	25%
Payroll Taxes	525,065	130,307	394,758	25%
Medical	1,431,094	584,370	846,724	41%
Retirement	712,619	28,859	683,760	4%
Other	130,635	43,818	86,817	34%
Equipment	151,330	216,378	(65,048)	143%
Facility Leases	1,455,380	363,593	1,091,787	25%
Utilities	388,800	135,635	253,165	35%
Maintenance	219,650	86,125	133,525	39%
Office & General Supplies	108,124	10,849	97,275	10%
Advertising	224,575	29,165	195,410	13%
Professional Services	227,950	56,473	171,477	25%
Information Technology	195,950	148,353	47,597	76%
Library & Instructional Supplies	603,720	84,741	518,979	14%
Scholarships	360,000	224,937	135,063	62%
Travel	358,810	62,181	296,629	17%
Property & Liability Ins.	145,000	69,412	75,588	48%
Miscellaneous	181,213	110,197	71,016	61%
<b>Total Expenditures</b>	<b>\$ 14,518,252</b>	<b>\$ 4,167,744</b>	<b>\$ 10,350,508</b>	
<b>Net Surplus/(Decrease)</b>	<b>\$ (42,881)</b>	<b>\$ 1,056,496</b>	<b>\$ -</b>	



## **North Country Community College**

Sponsored by Franklin and Essex Counties

### **OPERATING FUND FINANCIAL REPORT**

**As of December 31, 2017**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**January 26, 2018**

**ROBERT FARMER**

**Vice President of Administration, CFO**

Is 01.23.18

North Country Community College

Financial Statement Outline

December 31, 2017

**Balance Sheet:**

**Assets-** Increased by \$131,799 from same time last year

**Cash-** Cash is based on timing of deposits and AP check runs.

**Accounts Receivable. Students-** McCayla Quinn and Barb Collier have increased collection efforts. McCayla set up a billing rotation of mailings, phone calls and emails. She is also working very closely with the new Financial Aid Director to ensure students are processing their aid.

**Due from NCCC Foundation-** Transfers were completed from the college. The variance is due to retirements not being recorded showing a decrease due from the Foundation. Retirements need to be recorded in order for a complete reconciliation and true receivable to be recorded.

**Due from Governments-** Money's owed to the college for State and Federal financial aid. These funds are primarily drawn in from the Business Office when cash is needed for operating expenses and student refunds. Federal Funds were drawn in to safeguard cash flow due to the Federal shutdown.

**Liabilities-** Increased by \$410,667 from same time last year

**Due to Association and Foundation-** Again, the increase is primarily due to the time of transfers and payments processed by the college. The payment to the Association was done in January 2018. The college paid off the FA-17 balance.

**Due to Retirement-** The accrued liabilities for ERS, TRS and TIAA-CREF need to be recorded for 2017-18.

**Other Liabilities-** The college wrote off outstanding checks that haven't been cashed by student in the amount \$48,979.56 to NYS State. These funds will be sent to the state after the completion of the audit as unclaimed funds.



**North Country Community College  
Financial Statement Outline**

**December 31, 2017**

**Revenues:**

**Tuition and Fees:** No change at this time.

**Sponsor Contributions:** Our Sponsor contributions will remain the same throughout the year.

**Chargebacks:** No change at this time.

**Out of State Tuition:** No change at this time.

**State-Aid:** State Aid is funded based on 1,125 FTE. The State Aid rate is \$2,747 for 17-18. At this time the state is projecting the following aid:

Base Aid	\$3,090,375
Rental Aid	670,070
Low Enrollment	188,000
Recruiting/Marketing	2,950
Job Linkage	42,538

**Contributions:** The Foundation refinanced their current bonds. The agreement between the Foundation and College is the college receives contributions from the rental payment minus the bond payment. With the refinancing the bond payment will be lower, the college will receive higher contributions for the year. Contributions are recorded to date.

**Expenses:**

Some expenses within Equipment and Information Technology need to be moved to the Capital Account. Retirement expenses have not been record for the 17-18 year.

North Country Community College Balance Sheet DECEMBER 31, 2017			
	Current YTD Actual	Prior YTD Actual	Variance
<b>Assets</b>			
Cash	\$ 2,674,512	\$ 2,927,829	\$ (253,318)
Accounts Receivable-Students	385,675	443,113	(57,438)
Due From NCCC Association	39,383	11,186	28,197
Due From NCCC Foundation (Contributions)	655,976	775,540	(119,564)
Due From Other Funds	429,677	443,526	(13,849)
Due From Governments (State & Fed Fin Aid)	2,820,902	2,272,712	548,190
Prepaid Expenses	(5,570)	(5,150)	(420)
<b>Total Assets</b>	<b>\$ 7,000,555</b>	<b>\$ 6,868,755</b>	<b>\$ 131,799</b>
<b>Liabilities</b>			
Accounts Payable	\$ 187,284	\$ 260,029	\$ (72,745)
Payroll & Benefits Liabilities	366,895	284,165	82,729
Due to NCCC Association (Room, Meals, Books)	1,113,022	620,858	492,164
Due to NCCC Foundation (Rent)	357,305	412,494	(55,189)
Due to Other Funds	-	41	(41)
Due to Retirement	(155,968)	(861)	(155,107)
Compensated Absences	258,987	258,987	-
Other Liabilities	481,847	362,992	118,855
<b>Total Liabilities</b>	<b>\$ 2,609,372</b>	<b>\$ 2,198,705</b>	<b>\$ 410,667</b>
<b>Month End Equity</b>	<b>\$ 4,391,182</b>	<b>\$ 4,670,051</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,000,555</b>	<b>\$ 6,868,755</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/16	\$ 4,103,505		
Estimated 16-17 Surplus (before audit)	\$ 775,831		
Project Fund Balance as 09/01/17	\$ 4,879,336		
* GASB 45 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits" Currently, NCCC would be responsible for \$4,014,424.			

North Country Community College Revenues & Expenditures DECEMBER 31, 2017				
	Annual Budget	17-18 YTD Actual	Budget Variance	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,596,360	\$ 2,612,388	\$ 2,983,972	47%
Sponsors' Contribution	2,480,000	810,000	1,670,000	33%
Chargebacks	682,500	275,145	407,355	40%
Out-of-State Tuition	608,685	284,928	323,757	47%
State Aid	4,116,376	1,131,062	2,985,314	27%
Contributions	991,450	373,021	618,429	38%
<b>Total Revenues</b>	<b>\$ 14,475,371</b>	<b>\$ 5,486,544</b>	<b>\$ 8,988,827</b>	
<b>Expenditures</b>				
Salaries	\$ 7,098,337	\$ 2,521,200	\$ 4,577,137	36%
Payroll Taxes	525,065	171,303	353,762	33%
Medical	1,431,094	575,529	855,565	40%
Retirement	712,619	28,859	683,760	4%
Other	130,635	50,936	79,699	39%
Equipment	151,330	228,875	(77,545)	151%
Facility Leases	1,455,380	485,202	970,178	33%
Utilities	388,800	181,376	207,424	47%
Maintenance	219,650	98,274	121,376	45%
Office & General Supplies	108,124	13,942	94,182	13%
Advertising	224,575	43,407	181,168	19%
Professional Services	227,950	61,860	166,090	27%
Information Technology	195,950	195,337	613	100%
Library & Instructional Supplies	603,720	98,512	505,208	16%
Scholarships	360,000	236,425	123,575	66%
Travel	358,810	69,702	289,108	19%
Property & Liability Ins.	145,000	69,412	75,588	48%
Miscellaneous	181,213	121,900	59,313	67%
<b>Total Expenditures</b>	<b>\$ 14,518,252</b>	<b>\$ 5,252,051</b>	<b>\$ 9,266,201</b>	
<b>Net Surplus/(Decrease)</b>	<b>\$ (42,881)</b>	<b>\$ 234,493</b>	<b>\$ -</b>	

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

**WHEREAS** the Chief Financial Officer / VP Administration recommends the appointment of Erik Harvey, to the full-time, twelve-month, 261-day, Management Confidential, exempt appointment as Comptroller, effective February 5, 2018, at an annual salary of \$65,000.

**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 appointment of Erik Harvey, to the full-time, twelve-month, 261-day, Management Confidential, exempt appointment as Comptroller, effective February 5, 2018, at an annual salary of \$65,000.

This position is currently funded in the 2017/18 operating budget.

**2017/18 | 13**  
**January 26<sup>th</sup>, 2018**

**Motion:**

**Seconded:**

**Motion approved: (0-0-0)**



January 3, 2018

SARANAC LAKE . MALONE . TICONDEROGA

Mr. Erik Harvey  
152 McIntyre Street  
Saranac Lake, NY 12983

Dear Mr. Harvey:

Pending North Country Community College Board of Trustees approval at the January 26, 2018 meeting, we are pleased to offer you a full-time, management confidential appointment as Comptroller commencing Monday, February 5, 2018. Your direct supervisor will be Robert Farmer, Vice President for Administration / Chief Financial Officer.

Your annual salary for this 12-month (261- day) position will be \$65,000. You will be eligible for employee benefits as outlined in the current management confidential policy. A job description is enclosed for your benefit. This job description is general and your supervisor may assign duties to you other than those specifically mentioned.

If the terms and conditions of this agreement meet with your approval, please return a signed copy of this letter to Human Resources by January 19, 2018.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Tyrell".

Dr. Steve Tyrell  
NCCC President

Enc.

cc: Human Resources/personnel file  
Payroll

I agree with and accept the terms and conditions of this letter.

A handwritten signature in black ink, appearing to be a name starting with "for".

Signature

1/10/18

Date

## ERIK HARVEY

E-mail: [lheharveys@roadrunner.com](mailto:lheharveys@roadrunner.com)

Voice: (518) 524-3423

152 McInlyre Street  
Saranac Lake, NY 12983

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### PROFESSIONAL PROFILE

#### FINANCE LEADER AND INNOVATOR

- ◆ Finance professional with 20+ years progressive experience in corporate accounting, financial planning, and analysis.
- ◆ Clear communicator, collaborative partner, and leader through transformation.
- ◆ Experienced in business process re-engineering and managing corporate projects related to finance and technology.
- ◆ Hands-on manager accomplished at utilizing technology to enhance data and information management.

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#### AREAS OF EXPERTISE

Finance	Financial Reporting and Analysis; Budget/Forecast Development and Management; Financial and Statistical Modelling; Activity Based Cost Accounting; Product Profitability; Auditing and Compliance
Management	Cross Functional Team Leadership; Project Management; Staff Training and Development
Technology	Microsoft Dynamics GP/CRM, Microsoft Office, SharePoint, Projects, Visio, Power BI; Sage 50

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#### PROFESSIONAL EXPERIENCE

AMERICAN MANAGEMENT ASSOCIATION (AMA) – URL: [www.amanet.org](http://www.amanet.org) - Saranac Lake, NY

##### Division Controller, Finance, 2010 to Present

Primarily accountable for managing and monitoring the core operating division's finance, accounting and planning activities as well as ensuring that timely, accurate and useful information is compiled and disseminated in compliance and conjunction with corporate requirements. Assist the Vice President of Internal Audit with execution of the annual audit plan. Provide financial leadership on corporate projects. Serve as Finance's subject matter expert on Business Intelligence best practices and tools.

##### Accomplishments:

- Successfully managing Internal Audit project bringing the entire organization in compliance with record retention policies
- Designed and developed SQL architecture and end user dashboards demonstrating business intelligence capabilities
- Built and maintain a Microsoft SharePoint Universe for Finance.
- Acknowledged with an award for 20 years of service to AMA
- Promoted to Division Controller

##### Staff Accountant, 1996 to 2003 / Manager, Finance, 2004 to 2010

Distributed key performance metric reporting and analyses to Senior Management. Provided professional finance and accounting support to the Publication and Management Consulting business units, Information Technology and other service unit operations with total annual expenditures of \$25 million. Member of Business Process Reengineering teams that reduced expenditures associated with Customer Service and Product Fulfillment activities.

##### Accomplishments:

- Successfully managed project migrating from Oracle Financials to Microsoft Dynamics GP and CRM
- Developed statistical dashboards to highlight shifting patterns in product offerings and customer behaviors.
- Developed Sales trending reports/models to predict and forecast annual revenues.
- Successfully managed corporate project to develop product profitability reporting and related infrastructure.
- Developed and implemented product-level accrual accounting system used for efficient and accurate monthly costing.
- Promoted to Sr. Accountant and Manager, Finance
- Acknowledged with Achievement Awards for participation in financial and publication system conversions.
- Acknowledged with Manager's Award for monthly closing standard cost process efficiencies
- Acknowledged with Manager's Award for preparation of a Steering Committee presentation

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#### EDUCATION & TRAINING

- ◆ BS, Accounting – State University of New York, College at Plattsburgh, AACSB Accredited

*Professional Training:* Strategies for Developing Effective Presentation Skills; Information Systems Project Management; AMA's 5 day MBA Workshop; AMA's Management Course; Situational Leadership® II Workshop, Responding to Conflict: Strategies for Improved Communication, Oracle Financials, SAS BusinessObjects, Intro to SQL and PL/SQL

## **REFERENCES**

---

**Vivianna Guzman, CEO**  
StarBox Holdings LLC - New York, NY  
(917) 415-0295  
[viviannaguzman@aol.com](mailto:viviannaguzman@aol.com)  
*\*\* text or email after December 12, 2017 - will be in Costa Rica*

**Catherine Liberty, Vice President, Finance (retired)**  
American Management Association  
(917) 282-3919  
[thelbertys@outlook.com](mailto:thelbertys@outlook.com)

**Chris Knight, Communications Director**  
North Country Community College  
(518) 637-5814  
[cknight@nccc.edu](mailto:cknight@nccc.edu)

**Corey Fecteau, Director of Operations**  
Ubisoft Singapore, Chengdu and Philippines  
(415) 361-1159  
[corey.fecteau@gmail.com](mailto:corey.fecteau@gmail.com)

## **VOLUNTEER EXPERIENCE**

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### **Financial Advisor**

**Company Name** Little Learners at Doug's Place  
**Dates volunteered** Jun 2014 – Present  
**Volunteer duration** 3 yrs 7 mos

### **Treasurer**

**Company Name** Saranac Lake Youth Baseball and Softball Association  
**Dates volunteered** Jan 2017 – Present  
**Volunteer duration** 1 yr

### **Assistant Youth Hockey Coach**

**Company Name** Saranac Lake Pee Wee Hockey Association  
**Dates volunteered** Sep 2014 – Present  
**Volunteer duration** 3 yrs 4 mos

### **Assistant Youth Football Coach**

**Company Name** Adirondack Football League  
**Dates volunteered** Aug 2015 – Present  
**Volunteer duration** 2 yrs 5 mos

### **Assistant Youth Baseball Coach**

**Company Name** Saranac Lake Youth Baseball and Softball Association  
**Dates volunteered** May 2014 – Present  
**Volunteer duration** 3 yrs 8 mos



**President's Report to the Board of Trustees**  
**January 18, 2018**  
**Dr. Steve Tyrell**

- 1) **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>
1/11/18	Tour of new residence hall complex – Alfred State College	Alfred, NY
1/11/18	Research Project Planning with RIT Faculty	Rochester, NY
1/12/18	Breakfast Meeting with Alfred State College President	Alfred, NY
1/16/18	Dinner with SUNY Admin and College Staff	Saranac Lake, NY
1/18/18	Retirees Breakfast	Saranac Lake, NY
1/18/18	SUNY Presidents on 2018-19 State Budget	Conference Call
1/19/18	Work Politics President to St. Joseph's Addiction and Treatment Centers Staff	Lake Placid, NY
1/22/18	State of the University Address	Albany, NY
1/24/18	Meeting with Congresswoman Stefanik	Malone, NY
1/25/18	Meeting with YMCA and Saranac Lake School District	Saranac Lake, NY

- 2) **Budget, Enrollment and Advocacy** – Enrollment for Spring semester seems to be on par for where we were a year ago. More details to share in the next two weeks as we approach census day. We are working on preparing the 2018-19 budget for shared governance input and then we will present it to the Board at the April 27<sup>th</sup>, 2018 meeting. A preliminary budget will be shared with the Board in March as part of Bob Farmer's report. The Governor's budget proposal for 2018-19 provided no increase for community colleges nor supported the new funding formula. It will be very important for our College community to actively advocate to our legislators to provide the needed support to our institution in 2018-19. Most of this advocacy work will need to occur between now and March 1<sup>st</sup>!
- 3) **50<sup>th</sup> Anniversary - Employee Recognition Event** – A small planning group met on Monday, December 11<sup>th</sup> to map out this new event plan. We shared our proposed event format with members President's Council on December 19<sup>th</sup>. Right now, we anticipate three late Spring semester events.
- 4) **SUNY Potsdam Initiative** – We continue to address the various administrative actions related to the new initiative. Our campus team meets regularly to review items we are working on with SUNY Potsdam and with SUNY Administration. We are also continuing joint meetings with SUNY Potsdam's leadership team and we know the faculty from both institutions have met to discuss their curriculums. Following conversations with SUNY administration, Joe Keegan updated the

extension site application and resubmitted it prior to the holiday break. We were asked to obtain formal letters of support from SUNY Potsdam, SUNY Canton, JCC, Clinton CC and SUNY Plattsburgh on January 17<sup>th</sup>. The planning tool we are using to track our progress will be updated shortly and redistributed to the College community. The planning team includes Joe Keegan, Chris Tacea, Stacie Hurwitch, Bob Farmer, Chris Knight, Kim Irland and Lisa Symonds.

- 5) **Shared Governance Session Follow-Up Work** – The shared governance group will be preparing drafts from each constituency group on “roles, responsibilities and processes” in shared governance. It is our desire to create some general guiding principles regarding our commitments to decision-making, communication and processes in shared governance. We will also need to assess where we are with shared governance thereafter. These efforts are both tied to our strategic plan and to our Middle States work underway.
- 6) **Strategic Plan Implementation** – Using the same project management software we are using to build the SUNY Potsdam implementation timeline, we will have a draft implementation plan for the College community to review and provide feedback in January. In line with Middle States’ request, we will also track all budget allocations and decision-making actions that occur with each action item in the strategic plan with this tracking software. As we move forward, please know that Stacie Hurwitch is the lead person tracking our progress on each strategic initiative on the 2017-2020 plan.
- 7) **First Meetings Scheduled for Campus-based Advisory Boards** – Plans are underway to schedule the third campus advisory board; this one for the Saranac Lake campus.
- 8) **Exploration of Acquisition of Radio Station Property** – Jim Brooks, the College attorney continues to delve into the legal questions we have raised regarding property acquisition and risk management. He is making excellent progress and we hope to have his recommendations in the near future.
- 9) **YMCA Visit to Saranac Lake** – The next meeting with the YMCA staff and representatives from the Saranac Lake School District is scheduled for January 25<sup>th</sup>.
- 10) **Saranac Lake Master Plan Update** – as noted earlier, Bob Farmer has assembled a group to begin reviewing our 2010 Master Facilities Plan to ascertain where updates are needed. The second meeting of this working group has been scheduled for January 29<sup>th</sup>.