



## Board of Trustees

August 29<sup>th</sup>, 2025, | 11:00 a.m. | Saranac Lake Campus & Zoom

- I. Call to Order
- II. Oath of Office | Student Trustee
- III. Approval of the June 5th, 2025, Board Meeting Minutes
- IV. Liaison Reports
  - a. College Senate
  - b. NCCC Association of Professionals (NCCCAP)
  - c. Civil Service Employee Association (CSEA)
- V. College Reports
  - a. NCCC Board of Trustees, Chair
  - b. Interim Vice President for Academic Affairs
    - i Resolution | Temporary Appointment
    - ii Resolution(s) | Full Time Appointment(s)
  - c. Vice President for Marketing and Enrollment Management
  - d. Interim Chief Financial Officer
    - i 2025 Financial Reports | June & July
  - e. Interim Assoc. Vice President of Student Affairs
  - f. College President
    - i Resolution | Temporary Appointment
- VI. Representative Reports
  - a. NCCC Association
  - b. NCCC Foundation
- VI. Old Business
- VII. New Business
  - a. Proposal | 2025-2026 Board Meeting Schedule
- VIII. Public Comment
- IX. Executive Session
- X. Adjourn

*An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105). **Public Comment:** Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.*



## **Board of Trustees Meeting Minutes**

Thursday, June 5, 2025 | 2:00pm

Board Members Present: Pete Suttmeier, Donna Wadsworth, Seth McGowan, Linda Beers, Tricia Preston, Todd LaPage

Excused: David McNally and Shia Bright

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Erik Harvey, Kyle Johnston, Jackie VanBrunt, Scott Harwood, Angela Brice, and Chad LaDue. Members of the College community joined as well.

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Board Chair, Pete Suttmeier called the meeting to order at 2:00 p.m. after quorum was met.

### Executive Session

Linda Beers made the motion to enter Executive Session at 2:01 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. Tricia Preston seconded the motion. The motion was passed unanimously (6-0-0). Joe Keegan was invited to attend the meeting at 2:01 p.m.

### Adjourn

Linda Beers made a motion to adjourn the meeting and go into Public Session. Tricia Preston seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 2:11 p.m.

At 2:15 p.m., Board Chair, Pete Suttmeier reopened the meeting to the public.

### Minutes

Seth McGowan made the motion to accept the April 22, 2025, meeting minutes. Linda Beers seconded the motion. April 22, 2025, meeting minutes were unanimously approved (6-0-0).

### Interim CFO| Erik Harvey:

Let his report stand.

### *The Board moved to approve the following resolutions:*

Todd LaPage made a motion from the floor that the North Country Community College Board of Trustees hereby approves April 2025 financials, as they were presented in the CFO report. Seth McGowan seconded the motion. The motion was unanimously approved (6-0-0).

Seth McGowan made a motion that the North Country Community College Board of Trustees hereby approves the attached Operating Budget in the amount of \$16,538,783 and Capital Budget in the amount of \$320,000 for the academic year beginning September 1, 2025, and ending August 31, 2026. Todd LaPage seconded the motion. The motion was unanimously approved (6-0-0).

Linda Beers made a motion from the floor that the Board of Trustees of North Country Community College hereby approves the NCCCAP multi-year contract with the terms of agreement effective September 1, 2025, through

August 31, 2028. Tricia Preston seconded the motion. The motion was unanimously approved (6-0-0).

Seth McGowan made a motion from the floor that the Board of Trustees of North Country Community College hereby approves the NCCCAP Promotions as they were presented allowing the following to move up in rank: Elaine Taylor-Wild, Mindy Fredenberg, Jerrad Dumont, and Kathleen Dowd-Maloney. Tricia Preston seconded the motion. The motion was unanimously approved (6-0-0).

#### Adjourn

Due to the absence of a quorum, Linda Beers proposed to adjourn the meeting and move to hear the college reports. Tricia Preston seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 2:20 p.m.

#### College Senate Chair | Chad LaDue

No report

#### NCCCAP President | Angela Brice

No report

#### CSEA President | Dianna Trummer

No report

#### Board Chair | Pete Suttmeier

Shared New York Community College Trustees (NYCCT) has opted not to pursue litigation against the Chancellor's Office currently. While the future of the partnership between SUNY Community Colleges and the Chancellor is uncertain, the Board remains committed in their role to maintain the forward momentum of the college's growing success.

#### Interim Vice President for Academic Affairs | Sarah Maroun

##### **Adirondack Foundation Grant Opportunity**

A grant was awarded to partner with Saranac Lake Central School District (SLCSD) for a College Readiness pilot program. The program is set to offer developmental English and math to SLHS seniors who are not enrolled in the College Bridge Program.

Additionally, this grant also supports applied learning by connecting students with area business to build job skills which have the potential to tie directly into coursework or life beyond school. If these new offerings show strong results, both NCCC and SLCSD will explore ways to sustain them.

Members of the board discussed the long-term benefits of these new initiatives.

#### Vice President for Marketing and Enrollment Management | Kyle Johnston

##### **SUNY Reconnect Update**

The SUNY Reconnect Campaign launched within the last three weeks. Ads for NCCC will begin running on June 16<sup>th</sup> and are slated to continue through the start of the fall semester. An increase in applications and general inquiries about this new initiative has already begun. The team is working on streamlining the internal processes to support this new demographic of students.

##### **Scholarship Review & Funding Opportunities**

SUNY Reconnect funding directed to students prompted a review of our existing scholarship programs, this including the Opportunity Scholarship and "6 on Us". Currently there is \$10K available in scholarship funds. Plans to finalize and launch updates are forthcoming.

##### **New Program Offering**

The College is preparing to add a new Cybersecurity program to our offerings. With technology rapidly advancing, this new addition has the potential to boost enrollment.

Interim Associate Vice President of Student Affairs | Jackie VanBrunt:

### **Free College for Adult Learners**

Working on creating tailored support for onboarding adult students. The focus is to address the unique needs of this demographic to ensure they have the access they need to specific student services. Exploring retention initiatives to help adult learners succeed. Currently collaborating across departments to streamline the transfer process.

### **Free Staff Training**

SUNY is offering free training to staff, encouraging them to participate and learn strategies to better support new and incoming students.

### **Online ADN Program Success**

Recently the new online ADN program initiative achieved 100% retention. A focus group is being created to evaluate the program's success and identify areas for improvement.

President | Joe Keegan:

Appreciation is expressed to members of the Board for their continued support of the College, students, and staff.

Thanks were extended to all who attended Commencement Celebrations. It was another successful year of celebrating our students and their families.

### **Highlighting Chancellor's Awards in Excellence**

Tana Hare – Excellence in Faculty Service

Jimmy Cunningham – Excellence in Teaching

Chad Ladue – Excellence in Professional Service

### **Board Membership Updates**

Two Governor's appointment vacancies remain in Franklin County. The Board discussed ideal criteria and career backgrounds for potential new members.

Gratitude was extended to Todd LaPage for agreeing to serve another term on the Board.

Congratulations to our Student Board Member Shia Bright on her graduation and completion of service to the College. Starting in August, Tom Sloan will join the Board as our newly elected student representative, serving a one-year term.

### **Budget & Funding**

NYS budget passed with the following positive outcomes:

- Strong advocacy from Community Colleges led to securing Floor funding.
- Additional allocations: \$200K and \$75K depending on the plan. These align well with SUNY Reconnect initiative.

Perkins Grant awarded: \$191K to support Nursing and Radiologic Technology programs.

### **Enrollment & Program Updates**

Summer and Fall enrollment trends are strong when compared to this time last year.

Online program retention remains high.

## **Capital Projects Progress Update**

Replaced the boiler in Clermont from oil to cleaner, more energy efficient propane

With exception of the vestibule project, Sparks Athletics Facility has new doors leading into the building from the outside.

Bids are open for both the Sparks Athletics Vestibule upgrade and Clermont Nursing Building Roof improvements.

## **Upcoming Events**

NCCC to host the New York Community College Association of Presidents (NYCCAP) Summer Retreat: Saranac Lake Campus June 22–25. Anticipating 22 SUNY Community College Presidents to attend in person with others joining virtually.

NCCC Association Director | Robert Rathbun

No report

NCCC Foundation Director | Erin Walkow:

### **Opportunity Scholarship Program**

**Raised:** \$42,500 in donations

**Pending:** \$10,000 request to Lake Placid Education Foundation

**Note:** Participating in ad-hoc committee to review all Foundation/College scholarships considering SUNY Reconnect program

## **Recent Grant Awards**

**Town of North Elba LEAF Fund:** \$10,000 for pool maintenance/upgrades, leveraging \$10,000 NY State match

**Individual Donor:** \$10,000 for nursing faculty professional development (funding two-day retreat)

**Adirondack Foundation (Generous Acts Fund):** \$7,500 for "JumpStart" summer readiness coursework in Math and English

## **Pending Grant Applications**

**Adirondack Garden Club:** Funding to fence pollinator garden on the Saranac Lake Campus

**Game Cameras:** Seeking funds for Bluetooth-enabled, solar-powered cameras for Environmental Science department

## **Strategic Planning & Events**

Institutional Effectiveness Review has been completed with Joe, Tom, and Pete; the Foundation formalized the work it has been doing in the last few years and outlined additional areas where the foundation could support the college.

Old Business

None

New Business

Angela Brice shared the success of the recent Alternative Summer Break, a service-driven experience made possible by SGA fundraising. For one week, four of our NCCC students volunteered at the Best Friends No-Kill Animal Sanctuary in Kanab, UT.

Public Comment

None

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: August 29<sup>th</sup>, 2025

Resolution #17: 2024-25 | Pending

Motion:

Seconded:

Action: Pending (x-x-x)

Witness: *Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees*



**Interim VPAA Report to the  
Board of Trustees  
August 29, 2025**

**Please find the following report from the Academic Area.**

**Academic Planning, Programs and Policies:**

**Fall 2025 Registration:** Classes began on Monday, August 25 across all three campuses. Second Chance Pell courses begin on September 2nd. The add/drop period ends on Friday, August 29th.

**SUNY Reconnect:** In June, SUNY announced its Reconnect program, providing free community college tuition for students 25-55 in key programs. At NCCC, those programs include Nursing (ADN program), Radiologic Technology, Health Sciences, Environmental Studies, Environmental Science, Cybersecurity and Digital Forensics, and Addictions Counseling (formerly Chemical Dependency Counseling). We have seen increased enrollment in a number of programs related to this new initiative.

**College Readiness Courses:** Jumpstart was a pilot program that offered free developmental math and English courses for any student planning to attend any college. Unfortunately, we did not have enough enrollment to run the courses. With much of the groundwork completed, we will try the pilot again for the Summer 2026 session.

**AI Task Force:** A small group of faculty began working on AI best practices, ethical usage, and unique ways to integrate AI into the classroom. The group will distribute newsletters periodically throughout the year. This approach allows faculty from multiple disciplines to identify ways to improve AI literacy throughout the various disciplines.

**Second Chance Pell/Prison Education Program: No new updates.** We continue to make progress on the transition from Second Chance Pell to a Prison Education Program. The deadline is January of 2026; however, we intend to submit within the next few months. Second Chance Pell classes will run through the summer months as well.

**SUNY/NYSED:**

- **Program Title Change:** A proposal to change the title for the *AAS Chemical Dependency Counseling* degree to *AAS Addictions Counseling* has been approved by both SUNY and the New York State Education Department.

**Social Safety Net Grant:**

**Middle States Commission on Higher Education: No new updates.**

The College's next Middle States review is scheduled for Spring 2029. Middle States stated that they are now inviting college's to the Self-Study Institute three years prior to the scheduled evaluation visit. This means that North Country Community College will be invited to a Spring 2026 Self-Study Institute.

**Workforce Development:**

We continue to explore pathways for workforce trainings, apprenticeship pathways, and opportunities to expand degree offerings. Current explorations for possible apprenticeships include Direct Support Professionals, Community Health Worker, and Care Coordinator. We are also conducting an environmental scan to evaluate opportunities in technology and tech-adjacent careers in the North Country and possibilities for remote workers. This work involves collaboration with the Adirondack Community Foundation group, A2I (Adirondack Innovation Initiative).

**Non-Credit Course Offerings for Fall:**

**AEMT Original/Refresher Training** (both credit and non-credit): Fall courses start the week of August 25th.

**Wastewater Basic Operator Training Course:** September-November 8

**Pottery Classes:** Non-credit pottery classes are back on the schedule. The first session begins on September 15th.

**Child Development Associate Certificate Training Course:** June 23-October 31

**Adirondack Diversity Initiative Course: Welcoming and Belonging Course:** January 27<sup>th</sup> -(rolling enrollment)

**UpNCoding:** Given enrollment numbers, the fall offerings will not run.

Respectfully submitted,

Sarah Maroun

Interim Vice President for Academic Affairs

## Thoughts to Take Off With: AI Task Force<sup>1</sup> Newsletter 1 (first of many...)

The AI Task Force was formed in the summer of 2025 to carry out a goal set in the current Strategic Plan:

GOAL 1.2: By the end of the 24-25 academic year, our objective is to establish a comprehensive program to address academic use of Artificial Intelligence.

Over the course of several meetings, we realized that our emphasis can't be on managing AI so much as digging into what our goals have always been: **engaging students in deep learning and critical and creative thinking**. As summarized by NotebookLM (ironically): The overarching strategies being considered to integrate Artificial Intelligence (AI) effectively into the curriculum revolve around **fostering critical thinking, treating AI as a tool, and establishing clear, evolving guidelines for its use**.

### Instructor Do's and Don'ts

<b>DON'T</b>	Rely on AI detection – it can't keep up! <sup>2</sup>
<b>DO</b>	Learn and teach what AI is and can do and what its limitations are. <sup>3</sup>
<b>DO</b>	Learn and teach about privacy issues in using AI and how to combat the release of identifying data.
<b>DO</b>	Learn and teach about cognitive issues related to AI use. (See next newsletter!)
<b>DO</b>	Show students that AI is a tool and how to use it in that way vs. ultimate creation.
<b>DO</b>	Put specific policy in our syllabi and go over it with students (or create policy with students). <sup>4</sup> Make sure students know that policies will differ among instructors.
<b>DO</b>	Design classes to reward process, creativity, and critical thinking over final products.
<b>DO</b>	Create assignments that are un-AI-able because they are process-oriented vs. product oriented. Create new assessments that are process-oriented or at least require students to document their process. <sup>5</sup>
<b>DON'T</b>	Single out students and lose trust by questioning their integrity. Having <i>all</i> students document their process means we can interact with them based on that documentation rather than suspicion.
<b>DON'T</b>	Use AI uncritically – either in our own work or what we allow/encourage students to do.
<b>DO</b>	Use AI to deepen students' critical and creative thinking as well as achievement of other college-wide goals (maybe add something about AI to the information literacy goal?)
<b>DO</b>	Put a high value on <i>learning</i> – our own and students' – rather than content creation.
<b>DON'T</b>	Hide the fact that we are using AI ourselves, when we do.
<b>DO</b>	Use AI to deepen our own critical and creative thinking and to be more efficient in our work.
<b>DON'T</b>	<b>Be afraid! This is a wild and crazy time in education, but it's also an exciting time to learn and grow.</b>

### Student Do's and Don'ts

<b>DON'T</b>	Ever use AI to create large chunks of work and turn it in as your own.
<b>DO</b>	Ask about your instructor's AI policy, being aware that different classes may allow different amounts of use.
<b>DO</b>	Follow your instructor's AI policy and if you are unsure about the limits, ask.
<b>DO</b>	Put a high value on learning rather than content creation.
<b>DO</b>	Use AI as a (documented) tool vs creation of your ultimate product – (a tool is only as good as the user) – and include any prompts you used.
<b>DO</b>	Document any use of AI in your work in whatever way your instructor assigns.
<b>DON'T</b>	Lose sight of the boundaries between AI's work and your own – just as you need to document the boundaries between other source material and your own work.
<b>DON'T</b>	<b>Be afraid! This is an exciting new world. AI should not be embraced uncritically, but it can be a great new tool for learning and achieving!</b>

## Notes:

<sup>1</sup> Task force members: Tom Callahan, Kathleen Dowd-Maloney, Shir Filler, Mindy Fredenburg, Sarah Maroun, Kelli Rodriguez, Sarah Shoemaker, Elaine Taylor-Wilde

<sup>2</sup> Before educators can effectively integrate AI, they must first understand that the detection of AI-generated content is a hopeless chase. Any attempt to police AI use through detection tools is an unwinnable arms race destined to fail for a number of practical and pedagogical reasons. ([Alejandro Piad Morffis: Artificial Intelligence for Educators and Learners](#))

<sup>3</sup>How LLMs work: <https://www.youtube.com/watch?v=LPZh9BOjkQs>. (Amazing video!)

It can give instructions we may not want people to see... [https://www.theatlantic.com/technology/archive/2025/07/chatgpt-ai-self-mutilation-satanism/683649/?gift=Y6yF-kV\\_QxothhdxKvVzOX0jWuOojJsc\\_HC4ZD72Q3Y&utm\\_source=copy-link&utm\\_medium=social&utm\\_campaign=share](https://www.theatlantic.com/technology/archive/2025/07/chatgpt-ai-self-mutilation-satanism/683649/?gift=Y6yF-kV_QxothhdxKvVzOX0jWuOojJsc_HC4ZD72Q3Y&utm_source=copy-link&utm_medium=social&utm_campaign=share)

<sup>4</sup> Here are some sample syllabus statements:

Elaine's: ARTIFICIAL INTELLIGENCE: Image AI is like Chat GPT, but these platforms generate images. As such, they depend on the imagination, creativity, education and effort of other artists. Most artists consider this to be theft of their intellectual and creative property. Using these platforms will be considered plagiarism, except in instances where we use them as a class for experimentation or idea prompts. These times will be very clear. No AI generated work should ever be submitted as your own work. This includes writings.

Shir's: We will be co-creating a policy on the use of Artificial Intelligence in this class. But in general, specific uses of generative AI *may* be allowed for specific assignments only. *When* use of the tool is allowed, it will be *explicitly* noted in the assignment directions. If you utilize AI for any part of the assignment (from idea generation to text creation to text editing), you must properly reveal this. Using AI in ways that violate our class policy will be considered violations of academic integrity. Violations could result in failure of the assignment or failure of the course and a notation on your transcript.

ARTIFICIAL INTELLIGENCE (AI): (Adapted from Kim Duffey's syllabi)

- *Use of artificial intelligence tools such as ChatGPT, CoPilot (or other similar tools that generate text) may be allowed in this class for specific assignments only. When use of the tool is allowed, it will be explicitly noted in the assignment directions. If you utilize AI for any part of the assignment (from idea generation to text creation to text editing), you must properly cite any use of artificial intelligence tools. Failure to cite any external source is considered a violation of the plagiarism standard of the NCCC Policy of Academic Integrity – page 52 of College Catalog. Violations could result in failure of the assignment or failure of the course and a notation on your transcript.*

- *Example of a statement that you may be required to attest to regarding content in an assignment:*

*"I, \_\_\_\_\_, used only my notes and the readings for this assignment. I did not consult other students' notes, the Internet, ChatGPT or any AI chatbot that could generate answers."*

[Note: the quoted language is attributed to Texas Tech University Teaching, Learning, & Professional Development Center and University of Vermont: <https://www.uvm.edu/wid/examples-ai-chatgpt-syllabi-statements>]

Here are some more possibilities and guidelines for creating your own: <https://www.elon.edu/u/academics/writing-excellence/2024/08/06/ai-writing-assignment-syllabus-policies/>.

<sup>5</sup> <https://nickpotkalitsky.substack.com/p/beyond-ai-cheating-rethinking-learning> - has specific units for different courses that guide instructors through processes that short-circuit the possibility of using AI to create a finished product. Nick's Substack, "Educating AI", is an incredible resource for educators at all levels.



## Board of Trustees | Resolution

WHEREAS the Interim VP of Academic Affairs recommends the following faculty/staff for renewal of temporary appointments effective with the 2025/26 academic year:

Emma Atkinson, Nursing Clinical Coordinator  
Laura Cunningham, Nursing Instructor  
Chelsea Drake, Nursing Instructor  
Ernest Hough, Humanities/Social Science Instructor  
Luke Hudak, Dual Enrollment Initiatives Coordinator  
Anne Nelson, Nursing Instructor  
Courtney Roy, Nursing Instructor  
Amy Sloan, Nursing Instructor

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 following faculty/staff for renewal of temporary appointments effective with the 2025/26 academic year:

Emma Atkinson, Nursing Clinical Coordinator  
Laura Cunningham, Nursing Instructor  
Chelsea Drake, Nursing Instructor  
Ernest Hough, Humanities/Social Science Instructor  
Luke Hudak, Dual Enrollment Initiatives Coordinator  
Anne Nelson, Nursing Instructor  
Courtney Roy, Nursing Instructor  
Amy Sloan, Nursing Instructor

These positions are currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, these appointments will expire at the conclusion of the 2025/26 academic year and will not be renewed.

Date: August 29, 2025

Resolution #: 2024-2025 | tbd

Motion to accept:

Second:

Action: Pending (0-0-0)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



## **Board of Trustees | Resolution**

WHEREAS the Nursing Program Director recommends the temporary appointment of Anita Baitinger, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2025/26 academic year, at an annual salary of \$52,545,

WHEREAS the Interim VP of Academic Affairs hereby concurs in this recommendation,

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 temporary appointment of Anita Baitinger, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2025/26 academic year, at an annual salary of \$52,545.

This position is currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2025/26 academic year and will not be renewed.

Date: August 29, 2025

Resolution #: 2024-2025 | tbd

Motion to accept:

Second:

Action: Pending (0-0-0)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



SARANAC LAKE . MALONE . TICONDEROGA

July 7, 2025

Ms. Anita Baitinger  
5 Fairview Street  
South Glens Falls, NY 12803

Dear Ms. Baitinger:

Pending approval by the North Country Community College Board of Trustees at their August 2025 meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for a one-year term during the 2025-2026 academic year. Faculty are expected to report on August 18, 2025.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 7 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$52,545\*. Your per-diem rate based on 164 days is \$320.40.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Ticonderoga. Your immediate supervisor is Tana Hare, Nursing Program Director, and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than August 1, 2025.

Sincerely,

Joe Keegan  
President

cc: Personnel File / Payroll File

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Employee Signature

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Date

***\*Please note that this rate is contingent upon Essex and Franklin County approval of the 2025-2028 CBA.***

**Anita Baitinger, MSN, RN**  
**South Glens Falls, NY 12803**  
**Anitatripp13@gmail.com**  
**(518)-528-0253**

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**Education and Certifications:**

**MSN-** Executive Nurse Leadership, Chamberlain College of Nursing, Downers Grove, IL- March 2023

**BSN-** Chamberlain College of Nursing, Downers Grove, IL- May 2017

**ASN-** SUNY Adirondack- Queensbury, NY- December 2013

**NYS Registered Nurse: Exp: 8/31/2025**

BLS, ACLS

SBIRT Certification- May 2018

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**Work Experience**

**2022- May, 2024: Behavioral Health Program Director, Glens Falls Hospital, Glens Falls, NY**

As the Behavioral Health Program Director I am responsible for overseeing all operations for Behavioral Health Services at Glens Falls Hospital, including a 7-bed crisis stabilization unit and a 30-bed adult inpatient behavioral health unit. Working collaboratively with the medical director and behavioral health team to ensure excellent patient care in a person-centered environment is provided in a fiscally responsible manner. The program director is responsible for budget management, utilization management, all programming, community engagement, and clinical operations. As the behavioral health program director, I oversee all behavioral health transfers for both pediatric and adult patients. This includes transfers to pediatric facilities, as well as incoming and outgoing transfers from our Emergency Department. As the behavioral health program director, I oversee utilization management, complete denial appeals, and retro-authorizations. It is the behavioral health program director's responsibility to oversee all crisis clinicians, audit crisis evaluations, and ensure that all Mental Hygiene Legal Status' are appropriate.

**2019-2022 RN, Assertive Community Treatment Team, Northern Rivers- Queensbury, NY**

Responsibilities include conducting psychiatric assessments, assessing physical health needs, making appropriate referrals to community physicians; providing management and administration of medication in conjunction with the psychiatrist; providing a range of treatment, rehabilitation, and support services.

**2020-2021- Assistant Nurse Manager, Glens Falls Hospital BHU, Glens Falls, NY**

Responsibilities include managing a team of RNs and BHTs while providing nursing care to the mental health community. Managing day to day scheduling; provide support during crisis; work with the management team to provide support to our nursing team; actively assist in creating collaborative person-centered treatment plans and provide direct care.

**2018-2020- Behavioral Health Care Manager, Glens Falls Hospital - Glens Falls, NY**

Working collaboratively with the treatment team to assess and create treatment plans and conduct discharge planning. Completed nursing assessments and maintained a safe and therapeutic environment for staff and patients.

**2017-2018- BH RN HARP Care Manager, UPMC/CCBH – Albany, NY**

Collaborated and contracted with CDPHP in providing the best care for our Medicaid HARP members with serious mental illness. Introduced and linked members to HCBS services. Advocated for members in connecting with mental health services throughout the community. Collaborating with community service providers.

2014-2018- **Registered Nurse, Four Winds Hospital Saratoga - Saratoga Springs, NY** Collaborated with the treatment team to assess and create treatment plans and assist in discharge planning. Therapeutically contacted patients to ensure their treatment is effective and productive. Provided patient advocacy and maintained a rapport with the patients to provide a safe and trusting environment.



## **Board of Trustees | Resolution**

WHEREAS the Chair of the Science Department recommends the temporary appointment of Bretta LaFlame, to the full-time, nine-month (164-day), exempt appointment as Science Instructor for the 2025/26 academic year, at an annual salary of \$51,109,

WHEREAS the Interim VP of Academic Affairs hereby concurs in this recommendation,

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 temporary appointment of Bretta LaFlame, to the full-time, nine-month (164-day), exempt appointment as Science Instructor for the 2025/26 academic year, at an annual salary of \$51,109.

This position is currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2025/26 academic year and will not be renewed.

Date: August 29, 2025

Resolution #: 2024-2025 | tbd

Motion to accept:

Second:

Action: Pending (0-0-0)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



SARANAC LAKE . MALONE . TICONDEROGA

July 7, 2025

Ms. Bretta LaFlame  
133 Old Piercefield Rd  
Tupper Lake, NY 12986

Dear Ms. LaFlame:

Pending approval by the North Country Community College Board of Trustees at their August 2025 meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Science Instructor for a one-year term during the 2025-2026 academic year. Faculty are expected to report on August 18, 2025.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 6 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$51,109\*. Your per-diem rate based on 164 days is \$311.64.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. Your immediate supervisor/department chair is Sarah Shoemaker, Professor, and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than August 1, 2025.

Sincerely,

Joe Keegan  
President

cc: Personnel File / Payroll File

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Employee Signature

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Date

***\*Please note that this rate is contingent upon Essex and Franklin County approval of the 2025-2028 CBA.***

# Bretta LaFlame

## CURRICULUM VITAE

133 Old Piercefield Rd,  
Tupper Lake, NY, 12986  
Mobile: +1 845 901 4199  
bretta.laflame@gmail.com

### EDUCATION

- 2017 - 2023**    **Ph.D. in molecular physiology**, Cornell University, Ithaca, NY.  
Advisor: Dr. Nicolas Buchon. Topics of research: systemic immunity in mosquitoes, stem cells in the mosquito gut. Created an RNAseq atlas of major tissues, gut regions, and sugar-fed versus blood-fed guts in the *Aedes aegypti* mosquito with an accompanying publication analyzing anatomical patterning of immune genes and temporal patterning of digestive transcripts in the blood-fed gut. Prepared a research manuscript examining and contrasting the *Ae. aegypti* and *Anopheles gambiae* transcriptional response to systemic infection with bacterial and fungal pathogens (bench work, data analysis, writing). Prepared a literature review exploring the interplay between mosquito microbiota and immunity. Contributed (conceptualization, bench work, writing) to a manuscript characterizing gut stem cell activity in *Ae. aegypti*, *Ae. albopictus*, *An. gambiae*, *An. stephensi*, and *Culex quinquefasciatus* following blood feeding and oral infection.
- 2010 – 2012**    **M.P.H., international health concentration**, Boston University School of Public Health, Boston, MA.
- 2007 – 2010**    **B.S. in biological sciences**, Houghton University, Houghton, NY. Graduated *summa cum laude*.
- 2005 – 2007**    **A.A. in liberal arts**, SUNY Ulster, Stone Ridge, NY.

### TEACHING

- 2025 – Present**    **Adjunct Instructor**, North Country Community College, Saranac Lake, NY.  
Presently teaching a 3-credit fully online asynchronous course in medical terminology (HEA 101).
- 2017 – 2023**    **Graduate Teaching Assistant**, Cornell University College of Agriculture and Life Sciences, Ithaca, NY.  
Served as a TA for 3 undergraduate courses over 5 semesters during graduate study: a 3-credit comparative physiology course (3 semesters) a 3-credit cell and

developmental biology course (1 semester) and a 4-credit insect physiology course (1 semester). In the first two courses, I guided three sections of ~20 students through a 50-minute activity/discussion section each week. Some sections were in-person and others were conducted remotely. For the insect physiology course, I designed and taught hands-on activities for a weekly 3-hr lab section with an emphasis on molecular techniques.

**2013 – Interim Instructor**, Houghton University, Department of Biology, Houghton, NY.  
**2015**

Taught full-time as instructor of record for a general biology course (4-credit lab course introducing biochemistry, cell biology and genetics – 4 semesters), an upper-level genetics course (4-credit lab course covering principles of inheritance, DNA structure/function, and modern genetic techniques – 2 semesters) and a general education course for non-majors (4-credit lab course covering principles of biological structure and function, chiefly as they pertain to human biology – 2 semesters). Developed my own curricula, materials, lab activities, and assessments for all courses.

**2012 Graduate Tutor**, Boston University School of Public Health, Boston, MA.  
Tutored peers in biostatistics and public health law.

**2008 – Undergraduate Teaching Assistant**, Houghton University, Houghton, NY.  
**2010** Supported instruction of general biology courses (2 semesters each of two 4-credit laboratory courses which collectively introduced biochemistry, cell biology, genetics, ecology, evolution, and population biology for biology majors) as well as a science honors program (a year-long program integrating instruction in biology, physics, chemistry and mathematics). Duties included preparing laboratory activities, answering student questions, and grading handouts.

## **OTHER RESEARCH**

**2024- Research Associate Scientist**, Trudeau Institute, Saranac Lake, NY.

**2025** Executed research contracts to investigate the efficacy of clients' experimental vaccines and therapeutics *in vitro* (mammalian cell culture) and *in vivo* (mouse models) in a BSL-2 laboratory. Day to day activities included cell culture, *in vitro* assays (titring viruses, standard immunological assays) bacterial work (aerobic and anaerobic culture, growth curves, CFU quantitation) and mouse work (gavage, injection techniques, mandibular and cardiac bleeds, tissue harvest).

**2016 - Research technician**, Immunity and Vector Competence Section, NIAID,  
**2017** Rockville, MD.

Supervisor: Dr. Carolina Barillas-Mury. Supported laboratory-wide research efforts by maintaining cultures of *Plasmodium falciparum* for artificial infection and by conducting routine assays (chiefly qPCR and ELISA). Coauthored a publication describing a natural *Wolbachia* infection in *An. gambiae* collected in Burkina Faso and its effects on *Plasmodium falciparum* infection.

## **PUBLICATIONS**

1. **Hixson B.L.**, Huot L., Morejon B., Yang X., Nagy P., Michel K., Buchon N. (2024). The transcriptional response in mosquitoes distinguishes between fungi and bacteria but not Gram types. BMC Genomics.
2. **Hixson B.L.**, Chen R.Y., Buchon N. (2024). Innate immunity in *Aedes* mosquitoes: from pathogen resistance to shaping the microbiota. Philosophical Transactions of the Royal Society B.
3. Taracena-Agarwal M.L., **Hixson B.L.**, Nandakumar S., Girard-Mejia A.P., Chen R.Y., Huot L., Padilla N., Buchon N. (2024). The midgut epithelium of mosquitoes adjusts cell proliferation and endoreplication to respond to physiological challenges. BMC Biology.
4. **Hixson, B.L.**, Bing, X., Yang, X., Bonfini, A., Nagy, P., & Buchon, N. (2022). A transcriptomic atlas of *Aedes aegypti* reveals detailed functional organization of major body parts and gut regional specializations in sugar-fed and blood-fed adult females. *eLife*.
5. **Hixson B.L.**, Taracena M.L., Buchon, N. (2021). Midgut epithelial dynamics are central to mosquitoes' physiology, fitness, and the transmission of vector-borne disease. Frontiers in Cellular and Infection Microbiology.
6. Gomes F.M., **Hixson B.L.**, Tyner M.D.W., Ramirez J.L., Canepa G.E., Alves E Silva T.L., Molina-Cruz A., Keita M., Kane F., Traoré B., Sogoba N., Barillas-Mury C. (2017). Effect of naturally occurring *Wolbachia* in *Anopheles gambiae s.l.* mosquitoes from Mali on *Plasmodium falciparum* malaria transmission. Proc. Natl. Acad. Sci.
7. Onyango M.A., **Hixson B.L.**, McNally S. (2013). Minimum Initial Service Package (MISP) for reproductive health during emergencies: time for a new paradigm? Global Public Health.

## **PRESENTATIONS AND POSTERS**

1. "Comparative transcriptomics of the systemic immune responses of the mosquito vectors *Aedes aegypti* and *Anopheles gambiae*", Departmental Symposium, Cornell Entomology, January 2022 (Oral)
2. "A transcriptomic atlas of *Aedes aegypti* reveals detailed functional organization of major body parts and gut regional specializations in sugar-fed and blood-fed adult females", ASTMH, November 2021 (Poster)
3. "Epithelial turnover dynamically reshapes the mosquito midgut following eclosion, blood meal, and oral infection", Entomological Society of America, October 2021 (Oral)
4. "Navigating mosquito gut regionalization, blood-meal digestion, and evolution with Aegypti Atlas", Departmental Symposium, Cornell Entomology, February 2021 (Oral)

5. "A transcriptomic atlas of *Aedes aegypti* reveals how the gut is compartmentalized and responds to blood feeding and mating", Departmental Symposium, Cornell Entomology, January 2020 (Oral)
6. "Oral challenge with bacterial entomopathogens activates developmental signaling pathways, stimulates epithelial turnover, and changes antimicrobial peptide expression in the *Aedes aegypti* gut", ASTMH, October 2019 (Poster)
7. "Epithelial Dynamics in the *Aedes aegypti* midgut", Departmental Symposium, Cornell Entomology, August 2018 (Oral)

### **HONORS AND AWARDS**

Sarkaria Institute of Insect Physiology and Toxicology Fellowship (2020, 2021)  
Griswold Fellowship (2021)  
Rawlins Award (2019)  
Cornell Recruitment Fellowship (2017)  
Delta Omega Honor Society in Public Health (2012)  
Sigma Zeta Honor Society in National Science and Mathematics (2010)  
Outstanding Biology Senior of the Year, Houghton College (2010)  
Outstanding Biology Junior of the Year, Houghton College (2009)



## **Board of Trustees | Resolution**

WHEREAS the Chair of the Human Services Department recommends the temporary appointment of Christine Newcomb, to the full-time, nine-month (164-day), exempt appointment as Human Services Instructor for the 2025/26 academic year, at an annual salary of \$49,673,

WHEREAS the Interim VP of Academic Affairs hereby concurs in this recommendation,

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 temporary appointment of Anita Baitinger, to the full-time, nine-month (164-day), exempt appointment as Human Services Instructor for the 2025/26 academic year, at an annual salary of \$52,545.

This position is currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2025/26 academic year and will not be renewed.

Date: August 29, 2025

Resolution #: 2024-2025 | tbd

Motion to accept:

Second:

Action: Pending (0-0-0)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



SARANAC LAKE . MALONE . TICONDEROGA

August 6, 2025

Ms. Christine Newcomb  
214 Algonquin Ave  
Lake Placid, NY 12946

Dear Ms. Newcomb:

Pending approval by the North Country Community College Board of Trustees at their August 2025 meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Human Services Instructor for the 2025-2026 academic year. Faculty members are expected to report on August 18, 2025.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 5 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$49,673\*. Your per-diem rate based on 164 days is \$302.88.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Kathleen Dowd-Maloney, Human Services Department Chair. Your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than August 15, 2025.

Sincerely,

Joe Keegan  
President

cc: Personnel File / Payroll File

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Employee Signature

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Date

***\*Please note that this rate is contingent upon Essex and Franklin County approval of the 2025-2028 CBA.***

**OVERVIEW**

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**Teacher and therapist:** enjoys providing educational opportunities to students of all abilities; focuses on developing engagement and confidence as much as building skills and knowledge.

**CREDENTIALS**

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<b>Colorado Marriage and Family Therapy License</b>	<b>2011-present</b>
<b>Sandplay Therapy Certification,</b>	<b>2014</b>
<b>Play Therapy Certification</b>	<b>2007</b>
The Colorado School for Family Therapy, Aurora, CO	
<b>Colorado Professional Teacher License</b>	<b>2008-2018</b>
Early Childhood Education (ages 0-8), Elementary Education, Special Education Generalist (ages 5-21)	
<b>Teaching Certification and Graduate Studies in Elementary and Early Childhood Education</b>	<b>1997</b>
Pacific Oaks College Northwest, Seattle, WA	
<b>M.S., Child Development,</b> Florida State University, Tallahassee, FL	<b>1992</b>
Thesis: <i>Temperament, Gender and Age: Correlates of Preschool Children's Social Competence</i>	
<b>B.S., Psychology (Minor in Special Education),</b> Florida State University, Tallahassee, FL	<b>1990</b>
<b>A.A., Education,</b> Polk Community College, Winter Haven, FL	<b>1988</b>

**COLLEGIATE TEACHING AND RESEARCH EXPERIENCE**

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<b>Adjunct Instructor,</b> North Country Community College	<b>2017 – present</b>
<i>Undergraduate Students:</i> Taught the following courses on campus, online, or at local prisons: Introductory Psychology, Introduction to Human Services, Introduction to Child and Family Services, Introductory Sociology, Sociology of the Family, Psychology of Personal Growth, Psychology of Human Relations.	
<b>Teacher Assistant,</b> Colorado	<b>2006-2011</b>
<i>Undergraduate and Graduate Students:</i> While earning licensure in Marriage and Family Therapy, assisted professors at University of Northern Colorado, Denver University and Colorado School for Family Therapy. Developed rubrics and graded papers for Psychology 101 and African American Studies, supervised exams, and was guest lecturer on developmental considerations for therapists.	
<b>Research Assistant,</b> Children's Hospital, Seattle, WA, department of Child Psychiatry	<b>1994-1996</b>
<i>2-7 year olds:</i> Worked as part of a team on a longitudinal study of children with cleft lip and/or palate. Administered and evaluated standardized tests. Taught undergraduate students about our study and related theories; oversaw and coordinated data collection, entry, and preliminary analyses. Edited and prepared manuscripts for publication in professional journals.	
<b>Practicum Instructor,</b> Child Development, Florida State University, Tallahassee, FL	<b>1992</b>
<i>College Seniors, Infancy Practicum:</i> Helped teach this senior-level, undergraduate course by scheduling students' observations at local preschools, grading students' reports of their observations, and offering weekly feedback to the class based on theories they were studying.	
<b>Program Evaluation Assistant,</b> Psychology Honors Work, Florida State University, Tallahassee, FL	<b>1991</b>
As part of honors in the major for my Bachelors degree in Psychology, I assisted the Florida State Department of Children and Families by normalizing and analyzing heterogeneous datasets as part of a state-wide evaluation of child abuse and neglect prevention programs. During this study, I categorized methods and outcomes of Florida's primary, secondary, and tertiary prevention programs.	

**Program Facilitator**, Clinical Psychology, Florida State University, Tallahassee, FL **1989**

*Primary grades:* As part of an interdisciplinary team, researched and composed a book of therapeutic games and activities for children with academic and/or behavioral difficulties. Scheduled and supervised these activities on a daily basis. Implemented Applied Behavior Analysis.

## TEACHING EXPERIENCE

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**Teacher**, Westgate Community Charter School, Thornton, CO **2009-2010**

*Grades 3-4 Multiage Teacher:* Taught a multiage integrated classroom with gifted, twice exceptional, and general education students. Implemented project-based learning, experiential learning, narrative and portfolio evaluations. Participated in IEP meetings.

**Teacher**, Birch Elementary, Broomfield, CO **2008-2009**

*Special Education Resource Room:* Taught Math, Reading and Writing to students on IEPs and to students who perform below grade level. Wrote IEP annual reviews, triennial reviews and initial placements using Infinite Campus. Part of the Problem Solving Team and RTI task force.

**Teacher**, Rocky Mountain School for the Gifted and Creative, Boulder, CO **2007-2008**

*Pre-Kindergarten - 8<sup>th</sup> Grade Wellness:* Developed and taught Physical Education curriculum.

*Kindergarten - 5<sup>th</sup> Grade World Languages:* Developed and taught Japanese Language and Culture curriculum, assisted the German teacher.

**Museum Educator**, Stepping Stones Museum for Children, Norwalk, CT **2005-2006**

*Birth – 10 years old:* Developed and taught interactive museum programs for schools, teachers and families, in the museum and at schools and community centers. Created and maintained kits for families and teachers to check out and use with their children or students.

**Teacher**, Whitby School, Greenwich, CT **2003-2005**

*Montessori Primary classroom, (3-6 year-olds):* Team taught multiage classroom and extended Montessori curriculum with literature-based and Everyday Math activities.

**Teacher**, University of Gymnastics, Plano, TX **1999-2000**

*Pre-K, Kindergarten Enrichment:* Developed and taught hands-on curricula for early literacy skills.

**Teacher**, Seattle Public Schools: Alternative School #1, Madrona Elementary, Seattle, WA **1997-1998**

*Multiage, grades 1-3 classroom in a public, experiential learning center:* Implement an integrated curriculum on Pacific Northwest salmon in the classroom, in fisheries, and in their natural habitat. Contributed to students' Individualized Education Plans (IEPs); Student Intervention Team member.

*Multiage, grades 2-3 classroom:* School-wide Chapter 1 program, SIT team member, taught students with IEPs. Introduced students to integrated, project-based learning. Published a weekly class newspaper called *Newsboard* in which news written on a computer by individual students is edited by the class as a group. Worked with artists in residence to incorporate art projects into the curriculum.

**Teaching Internships**, Seattle, WA **1996-1997**

*B.F. Day Elementary, Blended, K-3 classroom:* Worked with children who have special learning needs and/or speak English as a second language.

*M. L. King Elementary, Kindergarten classroom, students from urban areas of Seattle:* Engaged students with an integrated curriculum based on my experiences in Japan.

*Alternative School #1, Multiage, grades 4-8 classroom:* Taught students with learning difficulties; supported a year-long study of the Roosevelt years, which included individual research projects and culminated in writing, producing and performing a play.

**Language Teacher**, Sodegaura City Board of Education, Chiba, Japan**1992-1994**

*Grades 4-9, English as a Foreign Language:* Developed and team-taught English curricula for 7<sup>th</sup>-9<sup>th</sup> grade Japanese students in public junior high schools and English clubs in public elementary schools. Also developed and conducted training seminars for Japanese teachers, continuing education seminars for foreign, native English-speaking teachers, and taught a conversation class for Japanese adults.

**Gymnastics Instructor**, various gyms and schools 10 years total experience spanning **1983-2000**

*2-16 year olds:* Organized, planned and taught developmental and competitive gymnastics to boys and girls, some with disabilities. Judged boys' competitions and Special Olympics, skill evaluator for girls. Coordinated parent/student meetings, fund raising events, clinics, competitive meets, and community shows. Assisted in marketing, scheduling, billing and teacher training.

**VOLUNTEER EXPERIENCE**

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**Board Member**, Northern Lights Guardianship**2021-present**

Secretary of the Board since 2022

**Board Member**, Zonta Club of the Adirondacks**2017-present**

President of the club from 2023-2025



## **Board of Trustees | Resolution**

WHEREAS the Nursing Program Director recommends Lauren Tender (Heath), to the full-time, nine-month (164-day), exempt initial term appointment as Nursing Instructor for the 2025/26 academic year, at an annual salary of \$58,288,

WHEREAS the Interim VP of Academic Affairs hereby concurs in this recommendation,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves Lauren Tender (Heath), to the full-time, nine-month (164-day), exempt initial term appointment as Nursing Instructor for the 2025/26 academic year, at an annual salary of \$58,288.

This position is currently funded in the 2025/26 operating budget.

Date: August 29, 2025

Resolution #: 2024-2025 | tbd

Motion to accept:

Second:

Action: Pending (0-0-0)

Witness: Stacie G. Hurwitsch, Asst. Secretary to the NCCC Board of Trustees



SARANAC LAKE . MALONE . TICONDEROGA

August 13, 2025

Ms. Lauren Tender  
710 Burnt Hill Rd  
Cadyville, NY 12918

Dear Ms. Tender:

Pending approval by the North Country Community College Board of Trustees at their August 2025 meeting, I am pleased to offer you an initial term, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2025-2026 fiscal year. Faculty are expected to report on August 18, 2025.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 11 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$58,288\*. Your per-diem rate based on 164 days is \$355.41.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. Your immediate supervisor is Tana Hare, Nursing Program Director, and your area supervisor is Sarah Maroun, Interim VP for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than August 29, 2025.

Sincerely,

Joe Keegan  
President

cc: Personnel File / Payroll File

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Employee Signature

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Date

***\*Please note that this rate is contingent upon Essex and Franklin County approval of the 2025-2028 CBA.***

# LAUREN TENDER

710 Burnt Hill Road, Cadyville NY 518-570-3444

[lhath@nccc.edu](mailto:lhath@nccc.edu)

I am an MSN-Ed prepared RN who has diverse healthcare experience, particularly in mental health, geriatrics, and nursing education.

## EXPERIENCE

**08/2022- PRESENT**

**FULL TIME NURSING FACULTY, North Country Community College**

Nursing Instructor.

**12/2022- 5/2025**

**PER DIEM PSYCHIATRIC NURSE/CRISIS CLINICIAN, Adirondack Medical Center**

Staff nurse on the Colby unit (inpatient psychiatry) and crisis clinician in the emergency room.

**06/2020-06/2022**

**ALLIED HEALTH TEACHER, CV-TEC Main Campus**

Full-time classroom teacher in the Allied Health program. I taught for the Certified Nursing Assistant certification, the EKG certification, and the phlebotomy certification.

**08/2016 – 08/2021**

**STAFF NURSE II- INPATIENT PSYCHIATRY, University of Vermont Medical Center**

Staff Nurse II, Charge Nurse, Nursing Professional Governance Representative, Chair of Patient Centered Report task force, Chair of Emergency Dept Psych Education task force.

**5/2017- 8/2021**

**ADJUNCT (CLINICAL) INSTRUCTOR, North Country Community College**

Clinical instructor at CVPH with RN students on AMHU/CAMHU.

**04/2019- 04/2019**

**CLINICAL ASSOCIATE, Vermont Technical College**

Instruct RN students in the hospital (UVMMC) and lab setting.

**12/2018-12/2019**

**CLINICAL INSTRUCTOR, Norwich University**

I instruct students of both the traditional and accelerated BSN programs, both in hospital and online setting (Mental Health nursing).

**06/2016-11/2016**

**MEDICATED ASSISTED TREATMENT NURSE, HOWARD CENTER**

Stationed at Chittenden Clinic. Safe handling and administration of suboxone, methadone, and buprenorphine. Experience with withdrawal, tapering, diversion etc.

**06/2015-06/2016**

**LPN-BREAKTHROUGH II PROGRAM, BHSN**

Nurse for two residential houses focusing on education, medications, and treatment compliance.

\*More experience available upon request.

**4/2022**

**MSN-ED, WGU**

**2/2018**

**BSN, Walden University**

**5/2016**

**RN, North Country Community College**

**5/2014**

**LPN, North Country Community College**

## REFERENCES

Stephanie Cassell MSN, RN WCC, Patient Care Coordinator (Adirondack Medical Center)

[scassell@nccc.edu](mailto:scassell@nccc.edu)

518-524-9548

Tana Hare MSN, RN, Director of School of Nursing at NCCC

[Thare@nccc.edu](mailto:Thare@nccc.edu)

518-891-2915

Annie Nelson BSN,RN, Nursing Instructor at NCCC

[Anelson@nccc.edu](mailto:Anelson@nccc.edu)

845-337-2177

\*More available upon request

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## Vice President of Marketing & Enrollment

### Report to the Board of Trustees

Created August 25, 2025

#### Project, Enrollment, Financial Aid, and Marketing Updates:

- **Major project updates:**
  - **SEM PLAN & SUNY PROJECTS:** We continue to roll out some of the new initiatives that will be fleshed out in the new SEM Plan, but this project took a sharp turn early in the summer. Our focus quickly shifted to the four SUNY grant opportunities that presented themselves and the “Action Plan” that was required to receive funding. Here’s a quick synopsis of the grants that we were awarded:
    - **SUNY CC for ALL – 50K (Planning and preparation for SUNY Reconnect)**
    - **SUNY Reconnect Implementation Grant – 100K (Additional marketing and student support funding as well as funding to explore facilities upgrades and reconfigurations)**
    - **SUNY One-Time Program Expansion Grant – 35K (Software/Technology)**
    - **SUNY High-Demand Program Expansion Grant – 75K**
  - **SLATE CRM (Customer Relationship Management):** This Fall semester marks the 4<sup>th</sup> year where the Admissions Office has been administering the “Student Readiness Survey” to assess student preparedness and to make quick referrals to student service departments that are able to assist. This process has become very fluid and there’s now enough past year data to bring a larger group together to determine where continued improvements and proactive communications are needed.
  - **EdSights Retention/Enrollment/Web Chat & Text Support Implementation:** Utilizing funding within a few of the grants listed above we were able to contract with a vendor that specializes in chat and text-based AI student support. Development/implementation of the new system begins next week and will continue throughout this academic year.
- **Admissions/Enrollment Team:** Application volume for the Fall 2025 semester was trending slightly behind 2024 semester at the beginning of the summer but quickly flipped as soon as the SUNY and NCCC advertising campaigns launched for SUNY Reconnect. The number of committed students (confirmed) continued to trend well ahead of past year throughout the summer, resulting in another nice up-tick in enrollment. The MASH Camps that took place in TI on May 29<sup>th</sup>, Malone on July 8<sup>th</sup>-10<sup>th</sup> and Saranac Lake July 24<sup>th</sup>-25<sup>th</sup> were the most successful yet. We entertained 15-30 campers at each of the locations and the feedback provided at the end of the camps was very encouraging. We will start planning for 2026 soon and may be able to add in a 4<sup>th</sup> location.
- **Financial Aid Team:** The Financial Aid Office has been working weekly to help with the setup needed for our new Thesis Elements Student Information System (SIS) which will be an enormous improvement for us this year. The team has also been dedicating much of their time to awarding the Opportunity Promise (Reconnect) scholarship to all eligible incoming students as well as re-packaging all of the incoming students that were in our pipeline before launch. It was a very complicated awarding season, but they handled it very efficiently.

## Marketing and Web Updates:

- Over the summer, we conducted quite a few marketing campaigns: The programmatic campaign series featured our Business programs and Digital Art, Advertising & Design programs each for two months. This program-based marketing ran concurrently with our SUNY Reconnect, Short-Term-Offering, Scholarships-4-Everyone, and Fall Registration campaigns.

**NORTH COUNTRY  
COMMUNITY COLLEGE**  
THE STATE UNIVERSITY OF NEW YORK

**+ SUNY  
RECONNECT**



## FREE COLLEGE FOR ADULTS AGES 25-55

THANKS TO SUNY RECONNECT, ELIGIBLE ADULT LEARNERS CAN EARN A TUITION-FREE DEGREE AT NORTH COUNTRY COMMUNITY COLLEGE.

If you're a New York State resident between the ages of 25 and 55 and don't have a college degree, this is your moment. Simply apply to the college and start the financial aid process to get started!

YOU CAN EARN A FREE ASSOCIATE DEGREE IN ONE OF THESE HIGH-DEMAND FIELDS:






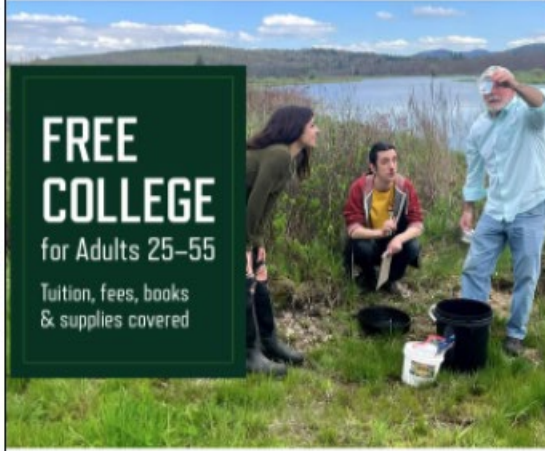


- Chemical Dependency Counseling
- Cybersecurity and Digital Forensics
- Environmental Science
- Environmental Studies
- Health Sciences
- Associate Degree Nursing
- Radiologic Technology

SUNY Reconnect covers tuition, fees, books, and supplies — and North Country Community College offers the flexible programming and support to help you succeed. At NCCC, you'll find flexible online and on-campus classes, dedicated advising, and campus communities that support adult learners every step of the way!



LEARN MORE AT [NCCC.EDU/RECONNECT](https://nccc.edu/reconnect)  
CALL 888-TRY-NCCC  
EMAIL [ADMISSIONS@NCCC.EDU](mailto:ADMISSIONS@NCCC.EDU)

**NORTH COUNTRY  
COMMUNITY  
COLLEGE**  
THE STATE UNIVERSITY OF NEW YORK

<div data-bbox="280 457 795 541">  <b>North Country Community College</b>  Sponsored · 🌐 </div> <div data-bbox="264 556 768 772"> <p>🎓 <b>Adult learners ages 25-55:</b> Your chance to earn your first college degree for <b>FREE</b> is here! Tuition, fees, books, and supplies are all covered. Just check out the list of eligible programs, apply to the college, and start the financial aid process to get started this fall at NCCC!</p> </div> <div data-bbox="256 787 808 1234">  <div data-bbox="259 861 495 1165"> <p><b>FREE COLLEGE</b> for Adults 25-55</p> <p>Tuition, fees, books &amp; supplies covered</p> </div> </div> <div data-bbox="259 1255 795 1327">  <b>NORTH COUNTRY COMMUNITY COLLEGE</b> + <b>SUNY RECONNECT</b> </div> <div data-bbox="264 1354 787 1459"> <p>nccc.edu</p> <p> <b>Go Back to School for Free</b> <a href="#">Learn more</a></p> </div>	<div data-bbox="839 457 1354 541">  <b>North Country Community College</b>  Sponsored · 🌐 </div> <div data-bbox="823 556 1326 772"> <p>🎓 <b>Adult learners ages 25-55:</b> Your chance to earn your first college degree for <b>FREE</b> is here! Tuition, fees, books, and supplies are all covered. Just check out the list of eligible programs, apply to the college, and start the financial aid process to get started this fall at NCCC!</p> </div> <div data-bbox="815 787 1360 1234">  <div data-bbox="818 861 1053 1165"> <p><b>FREE COLLEGE</b> for Adults 25-55</p> <p>Tuition, fees, books &amp; supplies covered</p> </div> </div> <div data-bbox="818 1255 1354 1327">  <b>NORTH COUNTRY COMMUNITY COLLEGE</b> + <b>SUNY RECONNECT</b> </div> <div data-bbox="823 1354 1346 1459"> <p>nccc.edu</p> <p> <b>Go Back to School for Free</b> <a href="#">Learn more</a></p> </div>
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NCCC has more scholarship and grant funding for students than ever before! Every type of student is eligible, whether you're fresh out of high school or have been away from education for a while.

Visit [NCCC.EDU/SCHOLARSHIPS](https://nccc.edu/scholarships) to see what you may qualify for!

**FULL & PART-TIME STUDY  
SCHOLARSHIPS RANGE FROM \$500  
UP TO THE FULL COST OF TUITION!**

**NC** **NORTH COUNTRY  
COMMUNITY COLLEGE**  
THE STATE UNIVERSITY OF NEW YORK

#### **SUNY RECONNECT**

Thanks to SUNY Reconnect and the Opportunity Promise Scholarship Program, eligible adult learners (New York State residents age 25-55 who have not already completed a college degree) can earn a tuition-free degree at North Country Community College in 7 high-demand degree programs. SUNY Reconnect covers tuition, fees, books, and supplies for eligible students.

#### **ESSEX AND FRANKLIN SCHOLARS AWARDS**

For first-time students who reside in Essex or Franklin counties (New York State only) and who have graduated from a public high school in Essex or Franklin counties, this award covers up to the full cost of tuition for four semesters. Students must graduate high school with an 85% cumulative average and have a New York State Regents Diploma with Advance Designation. There's no scholarship application required as these funds are automatically awarded as students register for courses. To be eligible, students must complete a Free Application for Federal Student Aid (FAFSA) and a NYS TAP Application.



[NCCC.EDU/SCHOLARSHIPS](https://nccc.edu/scholarships)  
888-TRY-NCCC

#### **ADDICTION PROFESSIONALS SCHOLARSHIP**

Full tuition paid scholarships are now available for the Chemical Dependency Counseling program! North Country Community College has partnered with the Office of Addiction Services and Supports (OASAS) to provide the Addiction Professionals Scholarship Program (APSP). The APSP covers the cost of tuition, fees, textbooks and Credentialed Alcoholism and Substance Abuse Counselor (CASAC) application and exam fees. Eligible candidates will also be offered a paid internship at a participating program. The Addiction Professionals Scholarship Program is funded by the Opioid Settlement Fund. The scholarship program is an OASAS initiative.

#### **OPPORTUNITY SCHOLARSHIP**

For full-time and part-time degree-seeking students that DO NOT qualify for the Addiction Professionals, SUNY Reconnect, Essex/Franklin Scholars Award or Hodson scholarship programs. Students will receive added support from their assigned student success coach.

#### **NCCC FOUNDATION SCHOLARSHIPS**

Providing scholarships to students is the top priority for the NCCC Foundation. To explore the many scholarship programs available to students visit [NCCC.EDU/FOUNDATION](https://nccc.edu/foundation) today!



## HUMAN SERVICES PROGRAMS AT NORTH COUNTRY

### Destined to help others in need?

If so, then look no further than the extensive Human Services program offerings at North Country Community College. Our Chemical Dependency Counseling, Child and Family Services, and Human Services degrees are offered on-campus and online. Plus, check out our new short-term Direct Support Professional microcredentials and Child Development Associate trainings to get the skills you need. **Full tuition paid scholarships are now available for the Chemical Dependency Counseling program! The Addiction Professionals Scholarship Program is funded by the Opioid Settlement Fund. The scholarship program is an OASAS initiative.**

#### OFFERING ON-CAMPUS & ONLINE DEGREES IN:

- Chemical Dependency Counseling
- Child and Family Services
- Human Services
- Direct Support Professional I, II & III

Visit [NCCC.EDU/HUMAN-SERVICES](https://nccc.edu/human-services)

## Human Services Ad Mockups

<div data-bbox="289 470 332 527"></div> <div data-bbox="354 466 646 520"><b>North Country Community College</b></div> <div data-bbox="354 522 492 548">Sponsored · </div> <div data-bbox="695 491 738 512">...</div> <div data-bbox="764 491 797 520"></div> <p>Our Chemical Dependency Counseling, Child and Family Services, and Human Services degrees are offered on-campus and online. Plus, check out our new short-term Direct Support Professional microcredentials and Child Development Associate Trainings to get the skills you need! Full tuition paid scholarships are now available for the Chemical Dependency Counseling program! The Addiction Professionals Scholarship Program is funded by the Opioid Settlement Fund. The scholarship program is an OASAS initiative.</p> <div data-bbox="261 947 808 1108"></div> <div data-bbox="380 1121 695 1213"><b>HUMAN SERVICES PROGRAMS</b></div> <div data-bbox="435 1224 711 1247">AT NORTH COUNTRY</div> <div data-bbox="261 1247 808 1493"></div> <div data-bbox="277 1514 367 1539">nccc.edu</div> <div data-bbox="277 1543 548 1606"><b>Make A Difference   Scholarships Available!</b></div> <div data-bbox="651 1547 773 1572">Learn more</div>	<div data-bbox="842 470 886 527"></div> <div data-bbox="912 466 1205 520"><b>North Country Community College</b></div> <div data-bbox="912 522 1050 548">Sponsored · </div> <div data-bbox="1253 491 1297 512">...</div> <div data-bbox="1323 491 1356 520"></div> <p>Full tuition paid scholarships are now available for the Chemical Dependency Counseling program! The Addiction Professionals Scholarship Program is funded by the Opioid Settlement Fund. The scholarship program is an OASAS initiative. Our Chemical Dependency Counseling, Child and Family Services, and Human Services degrees are offered on-campus and online. Plus, check out our new short-term Direct Support Professional microcredentials and Child Development Associate trainings to get the skills you need!</p> <div data-bbox="815 947 1362 1108"></div> <div data-bbox="938 1121 1253 1213"><b>HUMAN SERVICES PROGRAMS</b></div> <div data-bbox="993 1224 1269 1247">AT NORTH COUNTRY</div> <div data-bbox="815 1247 1362 1493"></div> <div data-bbox="831 1514 920 1539">nccc.edu</div> <div data-bbox="831 1543 1122 1606"><b>Help Those In Need   Significant Scholarships!</b></div> <div data-bbox="1203 1547 1325 1572">Learn more</div>
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Fall semester 2025 is coming soon at North Country Community College! The good news is that it's not too late.

Apply **NOW** and **GET REGISTERED**.  
Classes start **August 25th!**

- Submit your application, get accepted & ready to register at [NCCC.EDU/APPLY](https://nccc.edu/apply)
- Check out our unique selection of programs at [NCCC.EDU/PROGRAMS](https://nccc.edu/programs)
- Explore all of your financial aid and scholarship opportunities at [NCCC.EDU/FINANCIAL-AID](https://nccc.edu/financial-aid)
- Preview all of our flexible course offerings at [NCCC.EDU/FALL](https://nccc.edu/fall)

If you have questions please email [ADMISSIONS@NCCC.EDU](mailto:ADMISSIONS@NCCC.EDU), or call **888-TRY-NCCC** today!

# Reach Higher & Own Your Future at North Country Community College

Whether you want to transfer to a four-year college or jump right into a career, North Country Community College has the programs and courses to fit your needs.

Full-time or part-time course work at our campuses in Saranac Lake, Malone or Ticonderoga and online. All at an affordable price.

To learn more about North Country, just give us a call at 888-TRY-NCCC, email [Admissions@nccc.edu](mailto:Admissions@nccc.edu) or visit [nccc.edu](http://nccc.edu).

## Digital Art, Advertising and Design Programs

Be at the forefront of design trends with opportunities to blend technology and creativity with your choice of Digital Arts and Design, Digital Advertising and Design, and Computer Graphics and Design.

Whether you choose to work in-person or remotely or transfer to further hone your skills, these programs provide the tools and skills necessary to succeed.

Create stunning visual content for websites, social media, or even lead a creative team in an ever-evolving digital landscape.

## Business & Entrepreneurship Programs

Get the skills and experience needed to enter directly into the workforce, transfer, or start your own business!

The Business Administration, Business Administration - Healthcare Administration Track, Sports and Events Management, Entrepreneurship Management and Entrepreneurship Certificate programs help you develop the core business competencies and skills needed for success!

## Criminal Justice and Cybersecurity Programs

The Criminal Justice and Cybersecurity and Digital Forensics programs at North Country blend introductions to criminal law, procedure and law enforcement operations with a host of sociology and psychology classes to learn what crime is and gain a better understanding of what causes it and how it might be prevented.

See theory come to life in your second year, with available internships with the New York State Police; the Lake Placid, Malone and Saranac Lake police departments; and the Federal Correctional Institution in Ray Brook.

## Environmental Science & Environmental Studies Programs

How can we protect our resources while maintaining a thriving economy? Where should we allow snowmobiles and other motorized vehicles within protected lands?

The Environmental Studies degree program engages students in dialogues about broader issues facing the state, the country, and the world, such as environmental policies, economic development, land management practices, and responses to climate change.

With environmental agencies and groups such as the Adirondack Park Agency, Adirondack Council, Nature Conservancy, Department of Environmental Conservation and others close to campus, you will have access to internships and opportunities to work with leading organizations in the field of environmental policy and advocacy.

## Health Science Programs

The Health Science program at NCCC gives the opportunity to gain broad exposure to the field while you weigh various career options, with classes in nutrition, first aid and drug addiction.

Hands-on experiences, such as going on-site with a care provider in Intro to Health Sciences, give you real world perspective on the field.

Complete required courses necessary for transfer into a bachelor's degree program, such as biology, chemistry and anatomy, while rounding out your education with classes in



core subjects such as math, English and the humanities.

## Human Services Programs

Human Services is the name we give to a diverse field that covers multiple degrees, certificates, and microcredential programs. These offerings include the AAS in Human Services, AAS in Chemical Dependency Counseling, AS in Child and Family Services, and all three levels of Direct Support Professional microcredentials.

These programs prepare students for a broad range of careers in helping those in need. Both classroom instruction and practical training include internships to develop skills in a real-life setting through classroom instruction and hands-on experience including internships.

Learn about human behavior and social problems and how individuals interface with various systems to address these issues.

Graduates of our Human Services programs are prepared to enter the workforce in entry-level positions or transfer their credits to four-year granting institutions for advanced education and training.

## Massage Therapy

If any career calls for hands-on experience, it's Massage Therapy. Serve clients from the college and local community in our own student-run massage clinic located on the Saranac Lake campus, as you complete the 150 hours of real-world practice required for state licensure.

Training includes classes in anatomy and physiology, psychology, pathology, kinesiology (the study of the mechanics of body movements), and massage, both Eastern and Western methods and techniques. Graduate and have the tools to help clients relieve pain and stress and rehabilitate injuries - while facilitating their growth and well-being.

NCCC's massage therapy program is NYS Education Department registered and approved. Graduates will be qualified to take the state's massage therapy licensure exam and also the national certification exam.

## Nursing Programs

Our programs give you the opportunity to complete the requirements to become a registered professional nurse (RN) in two years - first completing the requirements to become a licensed practical nurse (LPN) in one year, with an option to complete the RN requirements in a second, two-semester course.

This unique career-ladder design lets you build a career, and education, without repeating previous courses. Once you complete this second, two-semester course, you'll be eligible to take the state's licensing exam to become a registered nurse and be prepared to transfer to a four-year school to complete your bach-



elor's degree. Graduates of our program are equipped to make an immediate impact in their community.

## Radiologic Technology

If you wind up with an injury or a need for a fluoroscopy procedure, a Radiologic Technologist will be there to assist you and capture the images.

As a Radiologic Technologist you'll combine patient care with an in-depth knowledge of human anatomy and proficiency with high-tech equipment.

The AAS Radiologic Technology program is an accredited program. It is a two-year program, which includes the first summer. It is one of the oldest in the country - but it's also one of the most up-to-date, as new equipment keeps you at the forefront of imaging technology.

Our energized radiology suite enhances the student experience in positioning patients prior to clinical rotations.

Clinical experience is a significant educational component of the Radiologic Technology program. Each student must complete approximately 1,600 hours of clinical throughout the program.

## Wilderness Recreation Leadership

Since 1979, our Wilderness Recreation Leadership program has given students the leadership skills and outdoor experience to become guides, outdoor educators and other recreation pros.

Get hands-on training in an international capital for outdoor recreation.

Develop skills including rock climbing, whitewater rafting, skiing and snowshoeing; recent research projects have included site visits to the Adirondack Park Agency, Adirondack Hamlets to Huts, and the NYS Department of Environmental Conservation.

Build an intensive backcountry experience

during which you'll spend more than 40 days in the wild. Gain your Wilderness First Responder certification, Lifeguard certification, Leave No Trace training and NYS Guide License.

Internships and apprenticeships at ski areas, guide shops and other locations give you industry connections that often lead to future work.

## Guaranteed Transfer Pathways

With multiple transfer degrees and even more track options, North Country gets you prepared for many bachelor's degrees in mathematics, biology, chemistry, environmental science, history, sociology and other professional careers.

The AA Transfer Degree focuses on general studies that lead to a wide range of degree options. Additionally, students can choose specific tracks such as Early Childhood Education, English and Psychology.

The course structure of the programs is equivalent to the first two years of classes you'd take at institutions offering bachelor's degrees, so you'll enter on equal footing with other juniors when you transfer.

North Country has transfer agreements with all of its 64-campus SUNY system.

You're guaranteed admission into a bachelor's degree program at another SUNY institution if you successfully complete your degree at North Country.

## Short Term Offerings and Trainings

At North Country, we know that academic and career programming comes in all shapes and sizes.

That's why we offer many short-term programs, workforce training, classes, and enrichment opportunities every year.

Take a look at all of our very flexible options at [nccc.edu/short-term-offerings](http://nccc.edu/short-term-offerings) to find the type of learning that fits your needs!



## Fall 2025 Application Volume

Generated on 08/25/2025 at 09:44:16 AM ET

### Application Categories

Metric	Fall 2025	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Fall Applications (YTD totals)	2325	2112	1611	1493
Fall SUNY Applications (YTD totals)	202	163	89	
Incomplete Applications	542			
Decided	1414	1297	1090	979
Withdrawn Applications	361			

### Admissions Decisions

Metric	Fall 2025	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Decided Applications ( YTD total)	1414	1297	1090	979
Decided SUNY Applications	173	132	74	
Accepted Applicants	1407	1295	1085	980
Denial	7	4	4	4

### Yield (Intent to Enroll)

Metric	Fall 2025	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	659	613	539	478
FirstTime/Transfer/ReAdmit: Confirmed Inten...	572	519	455	384
Current/Continuing: Confirmed Intent to Enroll	87	94	84	94
Admitted: Confirmed SUNY Apps	14	23	9	
Admitted: Declined Enrollment	155	269	212	116
Admitted: Declined Enrollment SUNY Apps	66	91	47	
MELT- Withdrawn AFTER Confirm	147	161	151	165

### Fall 2025 New Student Registration/Scheduling Stats (Full Drops/Withdrawn Removed)

Metric	All FA25	First Time	Transfer	Re-Admit/ Continuing
Totals	609	253	166	190
Saranac Lake	239	122	60	57
Malone	185	67	40	78
Ticonderoga	58	17	10	31
Online/DL	127	47	56	24

## Fall 2025 New Student Registration Queue

Metric	All FA25	First Time	Transfer	ReAdmit/Continuing
Totals	15	3	8	4
Saranac Lake	4		4	
Malone	5	1	1	3
Ticonderoga	2	1	1	
Online/DL	4	1	2	1



# *Student Affairs*

## August 2025 BOT Report

### Athletics:

- Thanks to successful recruiting efforts by our coaching staff, we now have over 80 students participating in athletics this year.
- Soccer season is back in action with both women's and men's teams practicing since August 9th and set to launch their regular seasons on August 30th at Jamestown CC.
- Men's & Women's Basketball will begin meeting as soon as next week.
- Jerrad Dumont secured another NYS Swims grant, providing free swimming lessons to the community. Last year, this program served over 250 children in the North Country.
- The three vans we're leasing for the academic year have been delivered and are open for use by the college community.
- Chad LaDue is off to Canandaigua September 7-10<sup>th</sup> to participate in the NJCAA Region III Athletic Directors meeting.
- Hall of Fame Weekend is approaching quickly with a jam-packed schedule of events from September 12-14. We expect over 400 attendees for this celebration. Full event details: <https://nccc.prestosports.com/general/2024-25/releases/20250522q0hnr1>

### Student Affairs:

- This year's New Student Orientation (NSO) received a refresh, featuring hands-on sessions, educational workshops, Student Photo ID processing, campus scavenger hunts, and capped off with a barbeque! July sessions included enrollment completion and class registration with Admissions. Student feedback was overwhelmingly positive, with participants valuing peer connections through group activities and praising staff energy and the authentic college experience provided. The following are the NSO dates and attendance (numbers):
  - ✓ **Malone:** Tuesday, July 29<sup>th</sup> (28)
  - ✓ **Saranac Lake:** Wednesday, July 30<sup>th</sup> (32)
  - ✓ **Ticonderoga:** Tuesday, August 19<sup>th</sup> (20)
  - ✓ **Virtual:** Wednesday, August 20<sup>th</sup> (19)
  - ✓ **Malone:** Thursday, August 21<sup>st</sup> (42)
  - ✓ **Saranac Lake:** Friday, August 22<sup>nd</sup> (120)
  - ✓ **Virtual:** Thursday, August 28<sup>th</sup> (TBD)

### Student Leadership:

- We are thrilled to welcome Thompson Sloan as our 2025-2026 Student Trustee. Tommy is a second-year Criminal Justice student and an active member of campus life. Beyond the classroom, he is passionate about giving back, building community, and serving as a student leader. After completing his associate degree, he plans to continue his education at a four-year institution.

- SUNY Empire State Service Corps (ESSC) continued sponsoring summer interns, who made significant contributions to Student Life and truly embodied the ESSC spirit of service and collaboration. Caydence Alguire developed peer mental health resources and designed new student engagement opportunities for the upcoming semesters, creating tools that will empower students to support one another and build stronger campus connections. Emily Brement focused on both sustainability and addressing student basic needs. Her initiatives encourage biodiversity, promote environmental responsibility, and model sustainable practices for our students. Student Life is thrilled to have both interns continue with us for the 2025-2026 academic year.
- Angela Brice has developed a Student Leadership program that will be piloted with the Student Government Association during Fall 2025, with plans to expand to other student organizations such as Athletics and Phi Theta Kappa in the Spring.

**Respectfully submitted,**

*Jackie VanBrunt, Interim Associate Vice President of Student Affairs, Chief Diversity Officer & Title IX Coordinator*

**North Country Community College  
President's Report to the Board of Trustees  
August 29<sup>th</sup>, 2025**

Greetings to you all,

The new academic year is upon us, and by the Board's meeting, the first week of classes for the Fall 2025 semester will be nearly complete. Below is a brief snapshot of some highlights as we start the new academic year:

1. As we enter the semester, enrollment is trending up, thanks to the good efforts of many. There has been much interest and activity around the SUNY ReConnect program which provides free community college to adult students aged 25-55 who have not earned a college degree and are pursuing a degree in a high needs area. We'll have more to share related to enrollment as the semester progresses.
2. As you will read in your packet, we bid farewell to members of our community who have retired (i.e., Judy Small, Assistant Professor of Biology; Brian O'Connor, Librarian; and Lucille Poirier, Retention Specialist). At the same time, we are welcoming new members who join us anew or in a new capacity. They include:
  - Chris Newcomb, Human Services Instructor
  - Anita Baitinger, Nursing Instructor
  - Annie Nelson, Nursing Simulation Coordinator
  - Bretta LaFlame, Science Instructor
  - Sarah Miller, Principal Account Clerk
  - Greg Hart, PT Workforce Coordinator – Tech Focus
  - Mary Chappel, Cleaner.
3. Over the summer, our budget was approved by our county sponsors, who generously contributed \$50,000 each in a one-time operational increase. It is now with SUNY for their review.

That's all for now. I look forward to seeing you at the meeting.

Joe

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★ **Board Matters**

□ *Board Appointments:*

- *Governor's:* We have two (2) vacancies and are exploring potential candidates for those positions.
- *County:* Todd LaPage's was reappointed by Franklin County for a term that expires on June 30<sup>th</sup>, 2032.

- *Student:* Tommy Sloan, a Criminal Justice major on our Saranac Lake campus, was elected to serve as Student Trustee for the 25-26 year. We expect Tommy to join you today.
- *New York Community College Trustees (NYCCT):*
  - NYCCT continues their efforts to retain powers of appointment, evaluation, and establishment of contracts with community college presidents, as well as support for legislative reform to strengthen community colleges. They are actively advocating against A.5979-A /S.4685, a bill that is with Governor Hochul that “provides for the inclusion of a faculty or staff member on the board of trustees of community colleges”.
  - NYCCT will hold their 71<sup>st</sup> annual conference September 10-12, 2025 in Saratoga Springs.

### ★ **Budgeting and Planning**

- **25-26 Budget:** The 25-26 College Budget was presented and approved by our county sponsors this summer. Each county contributed an additional \$50,000 in one-time operating aid, hedging against the potential impact of Medicaid cuts that could fall to the counties. We are grateful for their ongoing support.

Through the good work of our community, the support of our county sponsors, and increased investments by NYS, we have whittled our annual operating deficit to \$130,000, which we will continue to work on to bring it into balance. Some items that bear mentioning related to the budget include:

- Retention of floor funding for the 25-26 year, allowing predictability in our state operating aid,
- An \$8M increase in operating aid from 24-25 carried into this year. NCCC received \$200K from that for expenses related to nursing and mental health,
- An additional \$8M in operating aid for 25-26 which SUNY has earmarked for workforce programming in healthcare, advanced manufacturing, green tech, and AI/cybersecurity. NCCC received \$75K which we used for the development of a cybersecurity training program, which will prepare students directly for careers.
- Governor Hochul’s Opportunity Promise (aka SUNY ReConnect). The Governor earmarked \$28M for the *Opportunity Promise* to help NYS residents between 25-55 who don’t currently hold a degree pursue an associate’s degree in high needs workforce areas.

### ★ **Federal Items:**

- **FY 2026 Budget:**
  - While higher ed fared well enough during the reconciliation process, NYS is projecting that the federal budget cuts will result in NYS receiving a \$750M reduction in this year’s budget (through March 31, 26) and a \$3B reduction for the following year. We will continue to keep an eye on this and how it might impact us.
  - For NCCC, the largest federal funding source comes from Pell grants, which students use to help pay for education expenses. The President’s proposed budget reduces maximum Pell from \$7,395 to \$5,710.
  - We will continue to monitor this along with our own operations, reducing spending where we can.

- **US Department of Education (DOE):** Since the Board’s last meeting in June, there is not much to report on the DOE impacting students and operations. We will continue to monitor this space.

★ **Enrollment**

- **Fall 2025 Enrollment:** At the start of the first week of classes, enrollment for Fall 2025 in our core operations (the three campuses, Akwesasne and online) is noted below. As of this date, we are 7% up when compared to Fall 2024, representing the 6<sup>th</sup> consecutive semester of positive enrollment growth, a testimony to the efforts of our college community. My hat is off to them for their work to recruit, retain and support students.

There will be movement of these numbers this week, as students can add, drop or register anew, through week’s end. We’ll have more firm figures for the Board at your October meeting once the verification period, when the College confirms student attendance in classes, ends.

<b>Core Enrollment</b> <i>Date: 082525</i>	<b>Fall 2024</b>	<b>Fall 2025</b>
Headcount (# of students)	809	878

★ **Other Items of Interest**

□ **Campus Safety:**

○ **Presentations and Planning**

- **Monthly Safety Reminders:** Stacie Hurwitch initiated a monthly safety reminder last year, which she has been emailing to the college community. We will commence with that again this semester, with the goal of continually building a culture of safety on campus.
- The Emergency Guide has been updated and is available at [this link](#).

○ **Title VI Policies**

- *Identification Card Policy:* In closing the loop on ID cards for students, the process and procedures were developed over the summer and student IDs are being generated as required by the policy. I have yet to speak with our collective bargaining units about extending this to their members but will do so this year.

□ **Student Success Work - Achieving the Dream (ATD) Consortium:**

- Our partnership with ATD and our sister SUNY Community Colleges (Broome, Jefferson, and Tompkins-Cortland) began over the summer and is proceeding apace.
- Board members, like our faculty and staff, have been invited to participate in the Institutional Capacity Assessment Tool (ICAT).
- Over the next several months, our core team (composed of faculty and staff) will work their way through our data on student performance and the outcomes of the ICAT, identify opportunities for improvement, and develop a plan to help realize those improvements. Part of that will be a college-wide event in November 2025, where we will collectively review the ICAT. We

hope that members of the Board will be able to join us for that session, which is expected to take place on Friday, November 21<sup>st</sup>.

- Throughout, we will receive ongoing coaching/consultation and participation with consortium members to identify and implement practices to improve student outcomes in persistence, retention, completion and placement.

## □ Strategic Plan Update

- *2024-2027*: Action related to the four (4) strategic priorities is underway. Some highlights include:

- **Pathways:** (Provide a meaningful and engaging education that prepares students for transfer or career opportunities)

Goal	Progress/Update Highlights
<i>Develop a Liberal Arts Advisory Board to advise departments on how to align liberal arts curriculum to strengthen students' transfer and career success.</i>	A small group met in Fall 24 to review as an advisory board does not seem to be the means to achieve what is hoped for, which is more enrollment.
<i>Establish a comprehensive program to address academic use of Artificial Intelligence (AI).</i>	An AI Leadership Group formed and met this summer to help lead curriculum and professional development in AI. A presentation from the group to the faculty occurred during opening week, sharing a “do’s and don’ts list” and planning for a newsletter.

- **Student Experience:** *Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.*

Goal	Progress/Update Highlights
<i>Incorporate DEISJ learning outcomes into academic program reviews by May 2025 so the SUNY wide DEISJ student learning outcomes are embedded into the self-assessments conducted by degree programs</i>	Recommend removing this goal from the Strategic Plan as the learning outcomes are already being assessed at an institutional and course level via program requirements. Thus, this goal is redundant and no longer strategic but operational.
<i>Ensure that the College is fully accessible in our facilities, technology, instruction, and programming.</i>	<ol style="list-style-type: none"> <li>1. The next update to OCR is due in early October 2025.</li> <li>2. Facilities have been addressing items in the report, including establishing accessible parking spaces, creating accessible counters, and the like.</li> </ol>

- **Partnerships:** *Act as a strong and valued partner in the communities we serve.*

Goal	Progress/Update Highlights
<i>Develop a comprehensive Continuing Education Department that can respond to evolving community needs</i>	<ol style="list-style-type: none"> <li>1. Assessment of regional workforce needs in the health and human services pathways and mapping</li> </ol>

<i>with non-credit programming and accessible facilities.</i>	<p>them to specific offerings/pathways continues.</p> <p>2. SUNY Transformation funds repositioned to hire a short-term tech-focused workforce consultant who began in June 2025.</p>
<i>Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.</i>	<p>1. The Prison Education Program (PEP) application continues.</p> <p>2. The PEP application adds the Entrepreneurship Cert to offerings.</p> <p>3. A Supplemental Information Report (SIR) was submitted to Middle States on March 31, 25.</p>
<i>Explore and implement microcredential opportunities to better serve students and employers.</i>	<p>1. Apprenticeship roundtables in Fa24 at SL and Ti campuses. A Sp25 roundtable was held in ML on February 28<sup>th</sup>, 2025.</p> <p>2. Direct Support Professional microcredential launched Sp24.</p> <p>3. New microcredential opportunities in health/human services have been identified and are being explored.</p> <p>4. <i>HUS 113 Crisis Intervention</i>, a new course and microcredential launched this semester.</p>

- **Sustainability:** *Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.*

<b>Goal</b>	<b>Progress/Update Highlights</b>
<i>Implement a new department level review process using clearly defined guidelines and self-assessment evaluations so employees and department heads can more competently evaluate institutional effectiveness and alignment with strategic plan.</i>	<p>1. The President's Office, Foundation, and Records Office completed the process during the Spring 2025 semester.</p> <p>2. A new round of offices will undertake their review this academic year.</p>
<i>Increase non-student revenue streams by 5% annually by August 2026 to support the College mission.</i>	<p>1. Receipt of two new endowed scholarships (\$50K each) in 2025</p> <p>2. A new Foundation Advancement plan/strategy is underway.</p>

#### □ **Grants and Opportunities**

- *Perkins:* We submitted our request this year, which includes upgrades in This year's allocation is \$191,164 is an increase from last year's \$173,057. Our proposal includes upgrades to equipment in our science labs, nursing simulation professional development, and support for students with disabilities, including coaches for students with autism spectrum disorders, a text to speech tool, and A&P models for students with visual impairments.
- Betsy Penrose, our Grant Writer, has been active in canvassing grant opportunities and, where there is a good fit, writing grants. In this latter category, Betsy has:

- completed the leg work to confirm that we are eligible for a Title III Strengthening Institutions grant, should it be released,
- completed a community policing grant, in concert with the Saranac Lake Police Department, which would provide additional campus safety resources for the College, and
- explored other grant opportunities related to capital planning and campus safety, among others.

□ **Information Technology (IT):**

- *Thesis Elements*: The process to convert the College's student information system (SIS), from our existing system, *CAMS*, to *Thesis Elements*, is well underway. Scott Harwood and Erik Harvey are leading this effort. A steering committee has been meeting. The expected cutover date to the new platform is Spring 2026.

□ **Facilities**: Our Facilities staff have been preparing our campuses for the arrival of students. Other efforts include preparing for:

- replacement of the boilers (completed) and roof (nearly completed) at Clermont Hall in Saranac Lake,
- replacement of the Sparks front vestibule (a 2<sup>nd</sup> notice to bidders saw no responses and we are exploring other options), and
- assessments of the College pool and College Hall.

Planning for additional capital upgrades to the *Sparks Athletic Complex* beyond the pool and the vestibules and doors (including updates to the plumbing and electrical infrastructure, restrooms, locker rooms and showers) are tied to those assessments mentioned.

□ **NCCCAP:**

- *President*: After a number of years as NCCCAP President, Lee Susice stepped aside and the membership elected Angela Brice to lead NCCCAP this year. We extend our thanks to Lee for his years of service in that role and welcome Ang as she takes on the mantle. We look forward to a good year with Ang and her team.
- *2025-2028 Contract*: the membership ratified the contract at the end of last semester. It is with the counties for their review and, we hope, approval.

□ **CSEA:**

- *2025-2028 Contract negotiations*: Negotiations for a successor contract were completed earlier this summer. The unit members have since ratified the contract and we are expecting to send it to the counties for their review and, we hope, approval. As with NCCCAP, we appreciate the good working relationship with the CSEA Negotiations team throughout the process.

□ **Middle States**: Effective with the 25-26 academic year, the self-study process will begin three (3) years before the team visit. Our next visit is slated for the 2028-2029 academic year; thus, we will be participating in a self-study institute in Spring 2026.

□ **SUNY:**

- Updates on the *Transformational Initiatives*:
  - *Workforce Development Coordinator (tech focus)*: We were able to retain a portion of the funding (~\$75,000) to hire a consultant, Greg Hart, through the end of the 25-26 year. Greg was formerly with the Workforce Development Institute where he covered 13 counties in the North Country. He knows the college and our service area very well and has been conducting an environmental scan of tech and tech-related workforce needs for us.
- *Academic Momentum Campaign*: building upon Chancellor King's 2025 State of the University Address regarding the need for a system-level plan to improve retention, completion and academic momentum of students, SUNY released the framework of a plan that will take shape this semester, whereby all SUNY campuses will be asked to "...proportionally contribute towards System goals through individual action plans that build on existing campus strengths and adoption of evidence-based strategies not currently in place or delivered at scale."

Examples of academic momentum elements include:

- Monitoring credit accumulation and retention benchmarks and regular communication to advisors/faculty;
- Creating degree maps coupled with consistent advisement to guide students toward timely degree completion; and
- Using targeted and proactive interventions to keep students on track in their degree progress.

- **NYSED:** Has been working on the development of a statewide dual enrollment policy, which they were charged with as an outcome of the 2025-2026 NYS Budget.
- **NYCCAP:** The College hosted the New York Community College Association of Presidents (NYCCAP) for their annual summer retreat from June 22-25<sup>th</sup>.

That's all for now. Gratefully yours,



Joe Keegan  
President



## Board of Trustees | Resolution

WHEREAS the Assist Dean for Institutional Research and Support recommends Kevin Symonds, Programmer/Analyst for renewal of a temporary appointment effective with the 2025/26 fiscal year:

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves Kevin Symonds, Programmer/Analyst for renewal of a temporary appointment effective with the 2025/26 fiscal year

This position is currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, these appointments will expire at the conclusion of the 2025/26 academic year and will not be renewed.

Date: August 29, 2025

Resolution #: 2024-2025 | tbd

Motion to accept:

Second:

Action: Pending (0-0-0)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees