



Board of Trustees Meeting Agenda Date:

August 25, 2026

Time: 11:00 a.m.

Locations: Saranac Lake Campus & Zoom

1. Call to Order
2. Oath of Office | Governor Appointed Board Member(s)
3. Approval | May 26th, 2026, Board Meeting Minutes
4. Liaison Reports
 - a. Chad LaDue | College Senate Chair
 - b. Ang Brice | NCCC Association of Professionals (NCCCAP) President
 - c. Dianna Trummer-Dudley | Civil Service Employee Association (CSEA) President
5. College Reports
 - a. R. Pete Suttmeier | Board of Trustees Chair
 - b. Sarah Maroun | Vice President Academic Affairs
 - o Resolution | Nursing Instructor
 - c. Kyle Johnston | Vice President for Marketing & Enrollment
 - o Resolution | Assistant Director of Financial Aid
 - d. Erik Harvey | Chief Financial Officer
 - o 2026 Financial(s): May, June and July
 - o Resolution | Programmer/Analyst
 - e. Jackie VanBrunt | Interim Associate Vice President of Student Affairs
 - f. Joe Keegan | President
6. Representative Reports
 - a. NCCC Association
 - b. Erin Walkow | NCCC Foundation Director
7. Old Business
8. New Business
 - a. 2026-2027 NCCCAP Promotions
9. Public Comment
10. Executive Session
11. 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.



SARANAC LAKE | MALONE | TICONDEROGA

Oath of Office

I do solemnly swear that I will support the Constitution of the United States and the Constitution of the State of New York, and I will faithfully discharge the duties as a member of the ***Board of Trustees of North Country Community College*** according to the best of my ability.

And I do further solemnly swear that I have not directly or indirectly paid, offered or promised to pay, contributed or offered or promised to contribute, any money or other valuable thing as a consideration or reward for the giving or withholding a vote at the election if any at which I was elected or appointed to said office, and have not made any promise to influence the giving or withholding of any such vote.

Printed Name: Jessica Kemp

Signature:

Date: 8/25/2026

Sworn and subscribed before me on this day:

Signature of Notarial Officer:

Affix notary seal/stamp here



SARANAC LAKE | MALONE | TICONDEROGA

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I do solemnly swear that I will support the Constitution of the United States and the Constitution of the State of New York, and I will faithfully discharge the duties as a member of the ***Board of Trustees of North Country Community College*** according to the best of my ability.

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Printed Name: Jordanna Mallach

Signature:

Date: 8/25/2026

Sworn and subscribed before me on this day:

Signature of Notarial Officer:

Affix notary seal/stamp here



Board of Trustees Meeting Minutes

Tuesday, May 26, 2026 | 11:00am

Board Members Present: Pete Suttmeier, Donna Wadsworth, Todd LaPage, David McNally, Seth McGowan, Tricia Preston, and Tommy Sloan

Virtual (Non-voting): Linda Beers

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Sarah Maroun, Erik Harvey, Kyle Johnston, Jackie VanBrunt, Scott Harwood, Chris Knight, Erin Walkow, Ang Brice, and Chad LaDue. Members of the College community joined as well.

Board Chair, Pete Suttmeier called the meeting to order at 11:05 a.m. after quorum was met.

Minutes

Tricia Preston made the motion to accept the April 28, 2026, meeting minutes. Seth McGowan seconded the motion. April 28, 2026, meeting minutes were unanimously approved (7-0-0).

College Senate Chair | Chad LaDue

No report was presented.

NCCCAP President | Angela Brice

- The final meeting of the academic year has recently been held. The social gathering, hosted by NCCCAP at River Trail in Saranac Lake, was a success.
- Thanks to all for continued support and for a wonderful academic year.

CSEA President | Dianna Trummer

No report was presented.

Board Chair | Pete Suttmeier

Tricia Preston and David McNally, who represented the Board at the 2026 Commencement, shared they both had an enjoyable experience.

Vice President for Academic Affairs | Sarah Maroun

Sarah made note of the end-of-year festivities calling them successful and a wonderful time.

- Cybersecurity Conference was held this month at Hotel Saranac. NCCC co-hosted and was proven beneficial for many attendees. They plan to hold it again annually.
- Today marks the official start of summer courses
- Awaiting update on the Prison Education program status change from Middle States Commission on Higher Education.
- Joe noted Kyle & Sarah have begun work on Middle States Self-Study.
 - The on-campus visit will be held in Spring 2029.
 - Self-study institute is completed, updates shared as it becomes available.
 - Members of the board discussed Middle States process. The study occurs every 8 years. Pete asked if there is any cost-benefit to this activity in-house. Sarah shared her thoughts – it's tied to Financial Aid, it's significant investment. There is value with accreditation to make sure the college is doing right by our students. Joe shared the recent meeting spoke about the cost of these reports and potential future changes.
- Pete asked about the Environmental Studies Advisory Board and how often the program is reviewed. Sarah shared this program is reviewed every 5 years. Currently it's lightly enrolled. Sarah shared the advisory boards focus on career programs. This program is more of a jumping point to a 4-year college.

The board moved to approve the following resolution:

Seth McGowan made the motion that the North Country Community College Board of Trustees hereby approves the temporary appointment of Stephanie Cassell, to the full-time, nine-month (164-day), exempt appointment as Nursing Program Director for the 2026/27 academic year, at an annual salary of \$73,850. This position is currently funded in the 2026/27 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2026/27 academic year and will not be renewed. Tricia Preston seconded the motion. The motion was unanimously approved (7-0-0).

Sarah brought to the floor the updated policy on honorary degrees awarded posthumously. She explained the mandated change by SUNY. Members of the board discussed the change. Seth McGowan made the that the North Country Community College Board of Trustees hereby approves the updated policy as it was presented. David McNally seconded the motion. The motion was unanimously approved (7-0-0).

Vice President for Marketing and Enrollment Management | Kyle Johnston

- Still holding on to the SUNY Reconnect launch. NCCC is ready to advertise, and the hope is the state budget is approved this week so we can move forward.
- Shared marketing campaign updates: Environmental Services and Wilderness Recreation programs are currently being showcased. Human Services suite of programs will launch next week and be live for all of June.
- Working on refreshing the College's viewbook this year and it will be ready by August 2026.
- Department budget is under review to find money available to add to some campaigns.

Chief Financial Officer | Erik Harvey:

- Todd LaPage made motion to the floor to approve the April 2026 financials as they were presented. David McNally seconded the motion. The motion was unanimously approved (7-0-0).
- Looking forward on Enrollment, the numbers look healthy when compared to this time last year. Kyle's work to accelerating the Financial Aid process has helped the College revenue.
- Noted no changes to the 2026-2027 budget from when shared last month. Open the floor for questions.
 - Members of the board spoke to Erik about the in and out of state budget numbers. Erik explained the chargeback. The discussion led to what NCCC is doing to draw students here from outside counties. Programs such as Addictions Counseling, Cybersecurity, and ADN hybrid are the biggest draw.
 - Seth McGowan motioned that the North Country Community College Board of Trustees hereby approves the 2026-2027 Budget as it was presented. Tricia Preston seconded the motion. The motion was unanimously approved (7-0-0).
 - David McNally voiced interest in attending the supporting counties of Essex & Franklin meetings when presenting the budget. Erik made a note to include him.
- Erik shared the updated 5-year projection. Sarah spoke of the costs associated with the Gateway courses.
- Erik spoke of the operating costs anticipated at the end of next year.
- Members discussed the health of the fund balance as compared to other community colleges of our size.

Interim Associate Vice President of Student Affairs | Jackie VanBrunt:

- The current Spring Showcase event was successful. Over 150 attended; students enjoyed showing their skills. Planning has begun to hold this event next year to include all campuses.
- Scholarships updates were shared. Four students received scholarships and they are excited and grateful. These scholarships would not have happened without SUNY, the hard work by our Foundation and Financial Aid team.
- Currently waiting for NYS budget to be approved. When published the college anticipates to again receive ASAP program funding; NCCC applied and is waiting for approval. This approval would help support two (2) additional positions to work with our students. In addition, it would provide monetary funding for students; such as a retention grant.
- Jackie shared she, Erin Walkow and Ang Brice are reviewing and updating the Emergency Funding Committee guidelines.
- Thanked Tommy Sloan for serving on the board as the 2025-2026 student trustee. She extended congratulations on transferring to SUNY Albany. SGA will soon vote for a new member for the 2026-2027 academic year.

President | Joe Keegan:

- Extended thanks to the board for their dedication to the success of the college.
- Joe extended thanks to both Pete and David who attended commencement this year.
- Joe thanked David for attending the Nurses pinning and awards ceremony.
- Shared the Commencement celebration was very special this year and a great success. Over 100 students were in attendance to receive their certificates and degrees.
- Congratulated Tommy on his acceptance to attend SUNY Albany and wished him continued success in his studies.
- Shared the end of year event following commencement at River Trail was great. He voiced appreciation for the continued collegiality of NCCCAP .
- Briefly spoke of the status with the NYS Budget. David explained how the state budget is passed. He shared the hold that the Governor has since the Pataki lawsuit as well as current bills and policies awaiting to be moved.
- Erik and Scott shared the fall enrollment numbers are cautiously optimistic. Tracking ahead on continuing enrollment and 1st time students. Noting applications numbers were up by about 4%, and this week they

are up 2%. This change in enrollment numbers could be impacted due to lack of SUNY Reconnect approval and the holding for the approval of the State Budget.

- Welcomed Jenn Barrett to the Long Range and Strategic Planning Committee. They will add the work on ACOMO, ATD and Thesis as they update the strategic plan. Once complete, it will go through the shared governance review process.
- The construction project for the new vestibule at Sparks will start this week.
- Shared the Achieving the Dream presentation will be held following Erin's report.
- David asked for the status of the pool. Joe explained the next steps after the recent study.
- Joe shared the Title III grant announcement that came out on Friday. He noted the college will have a 30-day window to pull together grant. He encouraged the board to see their emails for further information.

NCCC Association

No report.

NCCC Foundation Director | Erin Walkow

- Erin shared her report and highlighted the recent achievements and experiences of a long-distance student.
 - When asked how the student came to NCCC, Jackie shared it was before SUNY Reconnect program was launched. This student was looking for online program in Human Services.
 - According to this recent graduate, of all the schools they explored, NCCC staff were the first to be the most welcoming and most responsive. The graduate shared with Jackie that staff were supportive from the first phone call inquiry of the program to graduation day.
 - The graduate agreed to help with future first-generation panels.
 - Members of the board agreed this is a great story and asked how it has been publicized.
- Tricia asked about the Swims Program for the NCCC pool. Erik reported we have 2 years to provide lessons and \$200K to fix the pool. Joe shared we applied for a DASNY grant for pool related improvements, but we did not get it. Erik confirmed there is no leak in the pool. He shared the immediate need is mechanical based and noted the rest of pool could use an upgrade.

New Business

Dr. Paula Pitcher and Dr. Kara Monroe presented Achieving the Dream (ATD) to the Board. They highlighted

their work with North Country Community College.

Members of the board discussed Dr. Pitcher and Kara's presentation and how the college has benefited from this program.

Old Business

None

Public Comment

None

Executive Session

Seth McGowan made the motion to enter Executive Session at 12:54 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 12:55 p.m.

Adjourn

Seth McGowan made a motion to adjourn the meeting. Tricia Preston seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 1:32 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: August 25th, 2026

Resolution: 2025-2026 | Pending

Motion:



**VPAA Report to the Board of
Trustees
August 25, 2026**

Please find the following report from the Academic Area.

★ Academic Planning, Programs and Policies:

Fall 2026: Classes begin on August 31, 2026, for on-campus courses with the Prison Education Program classes beginning the following week.

SUNY's Academic Momentum Campaign/Achieving the Dream Initiative: We continue to move forward on both initiatives, focusing on improving student success measures. In the academic area, the more immediate focus is making sure students have the support and opportunity to complete their math and English General Education requirements. In both math and English, the departments shifted the placement sequence for incoming students and redesigned course curricula. The Humanities Department redesigned English Composition I (ENG 101) to include a more structured reading and writing workshop component. The Math Department integrated the non-credit developmental math course (MAT 095) into a new course that includes components from Elementary Algebra (MAT 100). Both of these changes will support student completion of their English and Math General Education requirements within the first year of study.

Dual Enrollment: In conjunction with Franklin-Essex-Hamilton BOCES, NCCC conducted a professional development session for dual enrollment faculty at the North Franklin Education Center on August 19th. Twenty-three faculty attended, representing six different discipline areas (math, English, languages, social science, science, and history). We will be offering another session in mid-October for those who were unable to attend the August session.

Middle States Commission on Higher Education (MSCHE):

- **Self-Study Schedule:** Work continues on the Self-Study Design and creation of the Steering Committee and Working Groups. Those groups will lead the process for gathering evidence and evaluating various aspects of the College's operations according to the standards established by Middle States. Next steps in this process are to complete the Self-Study Design and host the Middle States VP Liaison at NCCC for a one-day visit. We anticipate the visit will occur in late October or early November.

Prison Education Program (PEP):

- In July, administrative representatives from North Country CC, NYS Dept. of Corrections and Community Supervision, and the SUNY Office of Higher Education in Prison met at Upstate Correctional Facility to tour the grounds and review next steps to offer degree programs at the facility. NCCC will submit a Substantive Change form to Middle States by September 1 to begin the process of adding Upstate Correctional Facility as an additional Prison Education Program location. This is the first step of approval needed to apply to the U.S. Department of Education for PELL eligibility.

Workforce Development:

- **Community Health Worker Training:** In June, NCCC offered the first cohort of a 12-week Community Health Worker training course. In collaboration with Caring Gene and the Northern Area Health Education Center, we anticipate offering two more cohorts over the 2026-2027 academic year.

Respectfully submitted,

Sarah Maroun
Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim Nursing Program Director recommends the temporary appointment of Lisa Keegan, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2026/27 academic year, at an annual salary of \$57,860,

WHEREAS the VP of Academic Affairs 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 Lisa Keegan, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2026/27 academic year, at an annual salary of \$57,860.

This position is currently funded in the 2026/27 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2026/27 academic year and will not be renewed.

2025/26

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:



SARANAC LAKE . MALONE . TICONDEROGA

July 7, 2026

Ms. Lisa Keegan, DNP
225 Fletcher Farm Rd
Vermontville, NY 12989

Dear Ms. Keegan:

Pending approval by the North Country Community College Board of Trustees at their August 25, 2026, 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 2026-2027 academic year. Faculty are expected to report on August 24, 2026.

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 10 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$57,860. Your per-diem rate based on 164 days is \$352.80.

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 Stephanie Cassell, DNP, Interim Nursing Program Director, and your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than July 24, 2026.

Sincerely,

Sarah Maroun
VP for Academic Affairs

cc: Personnel File / Payroll File

Employee Signature

Date

LISA KEEGAN, DNP, RN

Vermontville, NY

(518) 524-6735

lisakeeganrn@gmail.com

PROFESSIONAL SUMMARY

As an authentic and transformational nurse leader, I am committed to building inclusive, diverse teams and to prioritizing equity, fairness, compassion, respect, diligence, and creativity. My experience includes acute care and academia, with strengths in healthcare operations, quality improvement, and nursing education.

EDUCATION

Northeastern University

Doctorate in Nursing Practice (DNP) | 2026

DNP PROJECT

Evaluation of Missed Care in Emergency Department Boarders Awaiting Transfer

*Led Quality Improvement project which included a Healthcare Failure Mode and Effects Analysis (HFMEA) conducted by a multidisciplinary team. The purpose of the project was to identify opportunities for missed care and potential harm for patients boarding in a rural Emergency Department (ED) while awaiting transfer to outside care facilities (Inpatient Psychiatric Treatment Centers, Skilled Nursing and Rehabilitation Centers, Addiction Treatment Centers and Assisted Living Communities, and higher level acute care facilities). Critical failure modes prompted discussions for the development of an evidence-based ED Boarder Bundle to ensure safety and basic care needs for patients with profound vulnerabilities.
(planning manuscript submission)*

State University of New York (SUNY)

SUNY Empire State University

Master of Science in Nursing Administration | 2023

- *Capstone focus: Quality Assurance Performance Improvement*

Bachelor of Science in Nursing | 2019

- *Capstone focus: Quality Assurance Performance Improvement*
- *Community focus: Case Management and Chronic Obstructive Pulmonary Disease*

SUNY North Country Community College

Associate of Science in Nursing | 2004

American Organization for Nursing Leadership™ (AONL)

Emerging Nurse Leader Institute | 2016

Licenses and Certifications:

- Active NYS Nursing License (#554309-1)
 - Certifications: BLS, ACLS, PALS, and NRP (planning for NE-BC)
-

PROFESSIONAL EXPERIENCE**Adirondack Health, Saranac Lake, NY****Director of Renal Services** | Starting June 2026**Administrative Supervisor** | 2015 – Present

- Serve as a key leader managing day-to-day operations, ensuring adherence to protocols and procedures, and responding to organizational emergencies.
- Provide guidance and mentorship to staff at all levels while promoting a strong culture of safety and inclusion.
- Serve as a primary resource for complex conflict resolution and strategic, outside-of-the-box problem-solving.
- Promote a culture of safety where every employee has a voice, fostering an environment of respect and mutual support.
- Mentor new leaders and shared governance councils to empower shared decision-making.
- Precept nursing students pursuing advanced degrees, guiding the next generation of nurse leaders.
- Make key financial decisions to ensure uninterrupted patient care and staff safety.

Additional responsibilities

- Accreditation Readiness Team | 2018 – Present
- Quality Assurance for New York State Organ Donation Compliance | 2023 – Present
- State University of New York (SUNY) and Capella University | Preceptor for BSN and MSN students | 2019 – Present
- Shared Governance Council Mentor | 2018 – Present
Wellness Council (present), Recruitment and Retention
- AH Nurse, quarterly newsletter | 2016 – Present

Nursing Project Coordinator and Pathway Program Director | 2015 – 2021

Directed the implementation and sustainability of quality initiatives aligned with the organization's strategic goals. Led interdisciplinary teams to enhance patient outcomes and maximize ROI. Evaluated workplace environments and implemented enhancements to improve employee work-life balance.

- Successfully led the organization's Pathway to Excellence® designation and subsequent re-designation
- Designed marketing, advertising, and communication material that followed branding guidelines, including photography and graphic design using Adobe InDesign, Photoshop, and CANVA
- Managed financial reporting for projects and fundraising events

Staff Nurse (ED, ICU, Cardiology, Radiology, Endoscopy and COVID) since 2022
Direct patient care, developing advanced clinical skills (e.g., U/S guided IVs, ABGs)

ACADEMIC APPOINTMENT

SUNY North Country Community College
Adjunct Faculty | 2015, 2016, 2023 – 2026

SUNY Plattsburgh State University
Adjunct Faculty | 2024

LEADERSHIP AND MEMBERSHIPS

American Nurses Credentialing Center
Board Appointment | 2023 – Present
Governing body for the Commission on Pathway to Excellence
Pathway to Excellence® and Well-Being Excellence™ Programs
Vice Chair-Present

Philippine Nurses Association (PNA)
New York Capital Region I 2024 – Present
Board, Vice-President/President Elect for term 2026-2028, and President for term 2028-2030
Committees: Bylaws, Ethics, Marketing, Executive

Philippine Nurses Association of Metro DC (past)
Committee: Education

New York Organization for Nursing Leadership (NYONL) 2016 – Present
Committee: Marketing (past)

Sigma Theta Tau International Honor Society of Nurses
Member

American Nurses Association
Member # 33995850

PRESENTATION AND PUBLICATIONS

SUNY North Country Community College

- 2026 Nursing Pinning Ceremony Speaker

American Nurses Credentialing Center

- 2021 Magnet & Pathway Conference™: Lessons Learned on Becoming Pathway Proud: Oral Presentation (Atlanta, GA)
- 2021 Pathway Program Director Workshop: Webinar, Speaker
- 2018 Pathway to Excellence Conference®: Shared Governance in a Rural Setting: Virtual Oral Presentation (West Palm Beach, FL)

Philippine Nurses Association of New York

- 2024 Sepsis, Webinar Speaker

Philippine Nurses Association of Metro D.C.

- 2022 Heal the Healers Webinar Series, “*Beyond Burnout*” with Dr. Katie Boston-Leary and Dr. Raymond Cruz, speaker

Historical Saranac Lake

- 2022 Exhibit: Pandemic Perspective

Publication

- 2021 Nursing Management: "Navigating the Peaks to Pathway Success"
-

AWARDS AND RECOGNITIONS

Adirondack Health

- Clinical Ladder III, 2022
- Peak of Excellence, 2nd Place - Mentorship Program, 2019
- Peak of Excellence, Honorable Mention - Dysphagia Bundle, 2019
- Peak of Excellence, Honorable Mention - Skin Care Bundle, 2018
- Nightingale Nursing Excellence Award in Leadership, 2018

American Nurses Credentialing Center, ANA Enterprise

- Organization Awards for Adirondack Health:
 - 2022 Pathway to Excellence® re-designation
 - 2018 Pathway to Excellence® designation
-

COMMUNITY ENGAGEMENT

Adirondack Health | Saranac Lake, New York

Volunteer Program Coordinator

- Franklin County Public Health | Narcan Program | 2025-Current
- Center for Donation and Transplant | National Donate Month | 2023-Current
- ED Boarder Bundle | Project lead 2026-Current

Creative Healing Connections | Saranac Lake, New York 2017-2025
Positions: Board, President

Tri-Lakes Center for Independent Living | Saranac Lake, New York | 2018-2026
Positions: Board, Co-Treasurer

Lake Placid Sinfonietta | Lake Placid, New York | 2016-2022
Positions: Board, Vice-President, Marketing Committee Chair

Clifton Strengths: Strategic, Woo, Achiever, Positivity, and Individualization

Vice President of Marketing & Enrollment

Report to the Board of Trustees

Created August 20th, 2026

Project, Enrollment, Financial Aid, and Marketing Updates:

- **Major project updates:**
 - **SEM PLAN & SUNY PROJECTS:** SUNY Reconnect was approved in early June at which time we launched our own marketing campaign that ran from June through August. Along the way, members of the team conducted over 15 SUNY Reconnect Info Sessions to help interested students explore the eligible programs and enroll. The overall response to the program has not been as strong as last year.
 - **SLATE CRM (Customer Relationship Management):** The biggest advancement in Slate usage over the summer was the adoption and implementation of its text messaging features. Enrollment team members have utilized this added communications channel often and very effectively!
 - **EdSights Retain/Admit/Web Chat & Text Support Implementation:** We are quickly approaching our 1 year anniversary for our use of the EdSights “Bernie” product. As such, I’ll be convening a larger group of people that have been utilizing the system towards the end of September to produce a year-end report that will show all of the comm flow and stats for both the Admit and Retain sides over the course of the first year. Additionally, on top of the regular communications flow that was established for the summer, we were able to make use of many “custom campaigns” to reach very targeted pockets of students for the ASAP program, Financial Aid, Admissions, Residence Life, the Success Coaches, and others.
- **Admissions/Enrollment Team:** The Admissions Office became increasingly focused on conversion/yield activities over the summer especially when it became apparent that our overall application volume would be slightly down. The team was asked to begin reporting on their current week’s activities as well as their plans for the upcoming week’s work. It gave the teams more transparency regarding the work being accomplished and also provided a way for more seasoned enrollment professionals to offer feedback and ideas. These reports are now being provided to senior leadership at the college on a weekly basis.
- **Financial Aid Team:** Thankfully we were able to fill the Assistant Director of Financial Aid position quickly and we were fortunate to hire someone with great experience and history/knowledge of the institution. Lisa Symonds started with us the last week in June and really hit the ground running, helping to get us caught up on processing and with our transition over to Thesis Elements. Our processing/awarding numbers are strong and well ahead of prior year right now which you’ll see in my additional items posted below.

Marketing and Web Updates:

- The programmatic campaign series continued through the summer by featuring the Human Services programs in June, all of our Transfer Programs in July, and our Short-Term Offerings in August.
- The SUNY Reconnect campaign ran throughout the summer, and we launched our Fall Registration campaign in mid-July. We were able to secure a bit more grant funding mid-summer, so we also sent out a large direct Scholarships-4-Everyone mailing to households throughout both counties.
- Lastly, we worked to give our College Viewbook a makeover, and we have 10 new videos that will be ready to share with the world by the end of this week (just need to get final approvals now that folks are back).

FINANCIAL AID YEAR-TO-YEAR PROCESSING STATS

08/19/2026		
	26-27	1334 ISIR Received
	25-26	1254 ISIR Received
	24-25	1191 ISIR Received
	23-24	1056 ISIR Received
INCOMING		
	Fin Aid Offers Sent	
Fall 2026	529	08/19/2026
Fall 2025	412	08/06/2025
Fall 2024	344	08/08/2024
Fall 2023	288	08/08/2023
RETURNING		
	Fin Aid Offers Sent	
Fall 2026	271	08/19/2026
Fall 2025	257	08/06/2025
Fall 2024	307	08/08/2024
Fall 2023	212	08/08/2023

VIEWBOOK

REACH HIGHER

» OWN YOUR FUTURE.



COME
NC

THE DIFFERENCE

**Where there is passion,
there is pursuit.**

Answer the call to reach higher! The degree and certificate programs at North Country open doors to new careers you never thought possible. From helping someone to heal their body to helping someone lead a healthier life. From spending your days helping to protect the wilderness to putting in the time to start or build a business. Explore how North Country can help you open the door to your future today!

OFFERING DEGREES/CERTIFICATES IN:

- Business & Entrepreneurship Programs
- Criminal Justice & Cybersecurity Programs
- Digital Art, Advertising, & Design Programs
- Environmental Science & Wilderness Leadership Programs
- Healthcare & Nursing Programs
- Human Services Programs
- Transfer Tracks in Education, English, & Psychology
- And, Many Short-Term Offerings

Visit NCCC.EDU/PROGRAMS for more information!

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 coursework 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 or visit 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 Rye 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 Addiction 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 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 with 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 bachelor's degree. Graduates of our nursing 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 math, sciences, 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/shorts to find the type of learning that fits your needs!



AT NORTH COUNTRY WE PROVIDE

SCHOLARSHIPS

-4-

EVERYONE

NCCC.EDU/SCHOLARSHIPS

This year, NCCC has more scholarship and grant funding for students than ever before! Whether fresh out of high school or have been away from education for a while, you may be eligible. Visit 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, FEES, BOOKS AND SUPPLIES!








**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.

ADDICTION PROFESSIONALS SCHOLARSHIP PROGRAM

Full tuition paid scholarships are now available for the Addictions 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 is an OASAS initiative funded by the Opioid Settlement Fund. It 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 with a participating employer.

ESSEX AND FRANKLIN SCHOLARS AWARDS

For first-time-in-college students who graduated from high schools within Essex or Franklin counties and still reside within the counties. Students must graduate high school with an 85% cumulative average and have a New York State Regents Diploma with Advanced Designation. This award covers up to the full cost of tuition for four semesters of study. This scholarship is automatically awarded to accepted students who meet the criteria and have submitted their FAFSA and TAP financial aid applications.

NCCC 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.

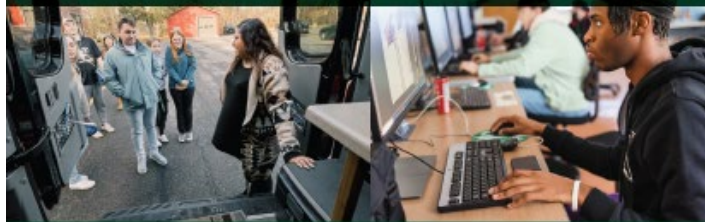


IF YOU HAVE QUESTIONS, SIMPLY
EMAIL ADMISSIONS@NCCC.EDU
OR GIVE US A CALL AT 888-TRY-NCCC!
NCCC.EDU/SCHOLARSHIPS



SHORT-TERM OFFERINGS AND TRAININGS

AT NORTH COUNTRY



At North Country Community College we know that academic and career programming come in all shapes and sizes. That's why we offer short-term programs, trainings, microcredentials, workforce development, and enrichment opportunities throughout the year! Take a look at all of our very flexible options below to find the type of learning that fits your needs!

- Advanced Emergency Medical Technician (AEMT)
- Child Development Associate
- Community Health Worker
- Crisis Intervention Microcredential
- Direct Support Professional (I, II, and III)
- Ed2Go Online
- Emergency Medical Technician (EMT)
- Frontline Supervisor
- Massage Therapy Continuing Education
- North Country Live
- Pottery
- Pre-Apprenticeship Training
- Professional Skills for Workplace Success
- UpNCoding: Cybersecurity
- UpNCoding: Software Engineering
- Wastewater Management
- Welcoming and Belonging Course

To explore or register for any of our offerings, please visit [NCCC.EDU/SHORTS](https://nccc.edu/SHORTS) or call 888-TRY-NCCC!



Fall semester 2026 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 31th!

- 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, or call **888-TRY-NCCC** today!



TRANSFER ↔ READY
DEGREES

REACH HIGHER » OWN YOUR FUTURE

Thinking of starting or continuing your pursuit of a 4-year college degree? Looking for a flexible class schedule and a more affordable way to get there? Many scholarships are still available to new and returning students through the SUNY Reconnect and Opportunity Scholarship programs!

Earn your degree and be fully-prepared to transfer:

- Business Administration
- Child and Family Services
- Cybersecurity and Digital Forensics
- Early Childhood Education
- English
- Environmental Science
- Environmental Studies
- Health Science
- Healthcare Administration
- Humanities & Social Science
- Math & Science
- Nursing (Fall and Spring)
- Psychology
- Sports and Events Management
- Wilderness Recreation Leadership

To start exploring, visit NCCC.EDU/TRANSFER

North Country Community College
Rail Trail Discovery Series

FREE - OPEN TO THE PUBLIC

JULY 16, NOON

THE ART OF NATURE JOURNALING

Observing and documenting nature through sketching and writing

JULY 23, 9 AM

LEARNING TO IDENTIFY MOSSES

Discover the fascinating world of Adirondack mosses

JULY 30, 9 AM

BIRDS OF THE RAIL TRAIL

Explore bird habitats and learn identification techniques

AUGUST 6, 9 AM

USING iNATURALIST FOR CITIZEN SCIENCE

Using the iNaturalist app to identify plants and animals

AUGUST 13, 9 AM

IDENTIFY INVASIVE SPECIES

Learn how to identify invasives and understand their impact

**All events meet at NCCC's Sparks Athletic Complex
and will be held rain or shine**

www.nccc.edu/discovery

NCCC





CONGRATULATIONS
TO THE HIGH SCHOOL
GRADUATES OF THE
CLASS OF 2026!



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 Addictions 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.

OFFERING ON-CAMPUS & ONLINE DEGREES IN:

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

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

Many scholarships are still available for these programs!
Explore what's available to you at [NCCC.EDU/scholarships](https://nccc.edu/scholarships).



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



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'S DEGREE IN ONE OF THESE HIGH-DEMAND FIELDS:

- Addictions 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



2026 Fall Application Volume

Generated on 08/20/2026 at 10:15:44 AM ET

Application Categories - YTD

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Fall Applications	2187	2302	2077	1579	1458
Fall SUNY Applications	418	202	161	87	
Incomplete Applications	579				
Decided	1364	1405	1280	1067	945
Withdrawn Applications	244				

Admissions Decisions - YTD

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Decided Applications	1364	1405	1280	1067	945
Decided SUNY Applications	297	173	132	74	
Accepted Applicants	1356	1398	1278	1061	946
Denial	9	7	4	4	4

Yield (Intent to Enroll)

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	906	795	751	666	613
FirstTime/Transfer/ReAdmit: Confirm...	826	699	647	568	501
Current/Continuing: Confirmed Inten...	80	96	104	98	112
Admitted: Confirmed SUNY Apps	30	19	23	9	
Admitted: Declined Enrollment	272	260	367	227	182
Admitted: Declined Enrollment SUNY...	69	65	91	43	
MELT- Withdrawn AFTER Confirm	91	215	157	147	159

Fall 2026 New Student Registration/Scheduling Stats (Full Drops/Withdrawn Removed)

Metric	All FA26	First Time	Transfer	Re-Admit/Continuing
Totals	537	214	128	195
Saranac Lake	217	100	59	58
Malone	147	49	25	73
Ticonderoga	63	19	13	31
Online/DL	110	46	31	33

Fall 2026 New Student Registration Queue

Metric	All FA26	First Time	Transfer	ReAdmit/Continuing
Totals	32	8	17	7
Saranac Lake	8	1	5	2
Malone	12	5	5	2
Ticonderoga	1		1	
Online/DL	11	2	6	3

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Director of Financial Aid recommends the temporary appointment of Lisa Symonds, to the full-time, twelve-month (221-day), exempt appointment as Assistant Director of Financial Aid, effective June 23, 2026, for the remainder of the 2025/26 academic year, at an annual salary of \$52,545,

WHEREAS the VP of Marketing and Enrollment 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 Lisa Symonds, to the full-time, twelve-month (221-day), exempt appointment as Assistant Director of Financial Aid, effective June 23, 2026, for the remainder of 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.

2025/26

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:



SARANAC LAKE . MALONE . TICONDEROGA

June 8, 2026

Ms. Lisa Symonds
45 Swinyer Road
Vermontville, NY 12989

Dear Ms. Symonds:

Pending approval by the Board of Trustees at their June 30, 2026, meeting, I am pleased to offer you a temporary, full-time, twelve-month (221-day), exempt appointment as Assistant Director of Financial Aid, for the remainder of the 2025-2026 fiscal year, effective Tuesday, June 23, 2026.

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 salary of \$52,545. Please note that this amount will be pro-rated based on the remaining 5 pay periods within the 2025-2026 fiscal year. Your per-diem based on 221 days is \$237.76.

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 Mary Ellen Chamberlain, Director of Financial Aid, and your area supervisor is Kyle Johnston, Vice President of Marketing and Enrollment.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than June 23, 2026.

Sincerely,

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

LISA SYMONDS
45 Swinyer Road, Vermontville, NY 12989
H (518-891-9439) C (518-524-7748)
rlsymonds@hotmail.com

Career Objective: A position where I can apply my high-level administrative experience and knowledge working with staff members. I am a team player, organized, caring, and dedicated and would be an asset to your organization.

Summary:

- Several years as Director of Financial Operations, oversee \$14,000,000 budget, payroll, Business Office
- Five years of experience as Senior and Principal Account Clerk titles with Franklin County Civil Service
- Strong customer service and communication skills
- Proficient in accounting practices, journal entries, cash receipts, cash disbursements, reconciliations, payroll data, month and quarterly and yearly payroll reports
- Twenty years of office experience including Microsoft Word, Excel and other software

Professional Strengths:

- In-depth knowledge of revenue management, policies and procedures with Community College, SUNY and NYS Office of the Comptroller
- Excellent skills of handling people, ability to motivate others with a positive and confident approach.
- Ability to focus on deadlines under unexpected situations with professionalism and confidentiality.
- Skilled in multitasking, training, problem solving, and resource management.
- Can easily learn and adapt new techniques as and when required.
- Attentive to details
- Team player with strengths in relations with both internal and external departments offering continued support and problem solving.
- Specialized skills in Fund Accounting

Experience:

Administrative Aide

2020-Present

**North Country Community College,
Saranac Lake, NY**

- Manage work orders for Superintendent of Buildings and Grounds
- Provide support to the Superintendent of Buildings and Grounds, Academic Affairs, Business Office and President's Office
- Process all incoming and outgoing mail.
- Ascertaining compliance with State University of NY, General Municipal Law in coordination with college policies and procedures.
- Oversee Facilities Use and manage reserving rooms and receiving proper documentation.
- Research and correlate information regarding code enforcement and fire safety with Administration.
- Keep track of expenses and oversee Facilities Budget

**Director Financial Operations,
North Country Community College,
Saranac Lake, NY**

2000's

- Complete charge of day-to-day operations of budget control, purchase orders, accounts payables, student accounts, and distribution of mail.
- Accountable for billing and collections of student tuition, fees, room and board with revenues of approximately \$4,000,000.
- Responsible for the distribution and disbursement of student financial aid and refund checks in amounts of over a \$1,000,000.
- Ascertaining compliance with State University of NY, General Municipal Law in coordination with college policies and procedures.

- Supervise 3 full time Senior Account Clerks and 1 part time Clerk.
- Research and correlate information regarding student billing disputes with Administration.
- Compile and manage monthly general ledger reconciliation reports for backup of annual financial audit.
- Prepare reconciliations with Federal, State and Local grants including PELL, SEOG, and TAP etc.
- Distribute monthly financial reports to department heads for monthly Board of Trustee meetings.
- Update and maintain user access and security rights for internal software systems.
- Prepare and process weekly bank transfers for payroll and internal funds.
- Full charge daily business operations of local community college
- Budget planning and control, purchasing, accounts payables, student accounts, and other office operations.
- Billing for \$8 million of annual student tuition, fees, room and board revenues; collections for \$3 million across 500 accounts
- Identify, research, resolve and communicate details regarding student and vendor account billing disputes.
- Manage \$1 million student financial aid and refund checks annually.
- Lead NCCC business office ensuring compliance with State University of NY, General Municipal Law and NCCC policies and procedures.
- Create report backup for annual financial audit across 50 general ledger accounts.
- Reconcile Federal, State and Local grants including PELL, SEOG, and TAP
- Support Board meetings with departmental monthly financial results reports.
- Update and maintain user access and security rights for internal software systems.
- Prepare and process weekly bank transfers for payroll and internal funds.
- Supervise 5 full time senior Account Clerks and 1 part-time clerk.

Assistant to the Director

2000 - 2025

North Country Community College Foundation

Saranac Lake, NY

- Organized and simplified the Foundation records from manual bookkeeping to computerized accounting.
- Assumed sole responsibility for entering and distributing Foundation accounts payable and cash disbursements.
- Prepare and record monthly bond payments.
- Reconcile monthly bank and investment accounts.
- Prepare all financial data and trial balance for the annual audit.
- Prepare annual budget/monthly financials for board meetings.
- **Senior Account Clerk and Principal Account Clerk, 2000-2006**

Administrative Assistant/Payroll Clerk

2000's

North Country Community College

Saranac Lake, NY

- Prepared payroll for 283 employees, adjuncts, and work study students
- Generated monthly and quarterly payroll reports.
- Assisted employees with setting up health insurance, retirement and all related benefits.
- **Senior Account Clerk and Principal Account Clerk, 2000-2006**

Assistant Comptroller/Financial Assistant

2000's

North Country Community College

Saranac Lake, NY

- Initiated and installed a computerized accounting program to organize all daily activities with the dorms, bookstore and food service.
- Established processes and maintained payroll and financial accounting.
- Managed data input of accounts payable, accounts receivable, and payroll
- Oversaw accounts payable, accounts receivable, and payroll.
- Reconciled cash accounts, prepared generated payroll reports
- Prepare and submit monthly financial reports to the Director and Board of Trustees
- Worked independently with NCCC Association Audit firm.

**President
R&L Towing and Repair
Vermontville, NY**

1992 - present

- R & L Towing family owned and operated towing and repair shop
- Administer all the financial aspects of the business, including payroll and operating statements.

**Assistant to the Supervisor & Budget Officer,
Town of Franklin and Town of Brighton
Franklin, NY**

1992-?

- Processed, input and paid all monthly vouchers
- Prepared and maintained budget for General and Highway Funds
- Input all payroll, submitted quarterly and annual reports
- Worked directly with the Town Supervisor and Town Board members
- Prepared and worked with the NYS Comptroller during an audit

Education:

- North Country Community College, AAS in Individual Studies, May 2014
- North Country Community College, Certificate in Practical Nursing, May 1987

License and Certificates and Awards:

- New York State: Licensed Practical Nurse
- Certified with FEMA in levels 100 and 700
- George Hodson Award, North Country Community
- SUNY Chancellors Award

Interest/Civic Activities

- Member of the Bloomingdale Fire Department Women's Auxiliary
- Relay for Life
- Town of Franklin Recreation

Personal References

- Trisha Greenier, Norman Ridge, Vermontville, NY (407-375-9331)
- Elizabeth Quinn, Santanoni Ave, Saranac Lake, NY (518-524-6555)
- Diana Friedlander, Cobble Hill, Lake Placid, NY (518-524-6503)

**North Country Community College
CFO's Report to the Board of Trustees
August 25, 2026**

Greetings,
As always, I hope this report finds you well.

As this is our first meeting since May, in this month's report **I am seeking your feedback and/or approval of 1) the financial statements for the month ending May 31, 2026, 2) the financial statements for the month ending June 30, 2026, and 3) the financial statements for the month ending July 31, 2026 and 4) the full-time, 221-day, exempt appointment as Programmer/Analyst of Kevin Symonds.** I'm also sharing a final updated 2026-27 Budget with items from the passage of the NYS budget.

Financial Statements May 2026 *(for review and approval)*

- The \$800K increase in Cash is primarily related to DASNY reimbursements, grant funding the college received and has not disbursed, such as NYSWIMS and other SUNY restricted investments in the future, and the 10% increase in enrollment vs. prior year.
- The \$479K increase in Accounts Receivable-Students is primarily related to the 10% increase in enrollment, outstanding reimbursements from SUNY for the Reconnect program, as well as higher uncollectable accounts for the college and the Association.
- The \$378K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. The college's operating fund receives and outlays all the cash for the projects and books a "receivable" to those grants in the restricted fund.
- The \$278K increase in Due From Governments is related to a higher number of outstanding DASNY reimbursement requests in the current year than the prior year.
- The Foundation variances are timing related and primarily wash each other out.

Financial Statements June 2026 *(for review and approval)*

- The \$715K increase in Cash is primarily related to DASNY reimbursements, grant funding the college received and has not disbursed, such as NYSWIMS and other SUNY restricted investments in the future, and the 10% increase in enrollment vs. prior year.
- The \$192K increase in Accounts Receivable-Students is primarily related to the 10% increase in enrollment and higher uncollectable accounts for the college and the Association.
- The \$227K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. The college's operating fund receives and outlays all the cash for the projects and books a "receivable" to those grants in the restricted fund.
- The \$181K increase in Due From Governments is related to a higher number of outstanding DASNY reimbursement requests in the current year than the prior year.

- The \$129K increase in Prepaid Expenses is timing related. Next fiscal year procurements are coming in sooner this year.
- The Foundation variances are timing related and primarily wash each other out.

Financial Statements July 2026 *(for review and approval)*

- The \$750K increase in Cash is primarily related to DASNY reimbursements, grant funding the college received and has not been disbursed, such as NYSWIMS and other SUNY restricted investments in the future, and the 10% increase in enrollment vs. prior year.
- The \$181K decrease in Accounts Receivable-Students is primarily related to the timing of Second Chance Pell revenue being booked. Due to the Thesis system implementation in July, the revenue will be booked in August while the previous year had it booked in July.
- The \$400K decrease in Due From Governments is also related to not booking Second Chance Pell revenue in July like the previous year. Once that revenue is booked, the due from governments will also be booked recognizing the federal funding that pay student accounts down.
- The \$111K increase in Prepaid Expenses is timing related. Next fiscal year procurements are coming in sooner this year.

2025-26 Forecast Update

- There has been nothing in the monthly closings that would indicate the forecast will be materially off from what was presented in May.
- Second Chance Pell summer session revenue is not fully booked so the college still doesn't know the full impact of Bare Hill closing.
- The college is projected to operate 25-26 at a \$75K deficit. The fund balance is projected to finish August 31, 2026, at \$5 million or 29% of 25-26 net operating costs.
- On August 31, 2030, the fund balance is projected to be \$1.2 million or 6% of 29-30 Net Operating Costs.

2026-27 Budget Update

- Informationally, the NYS Budget passage increased rental aid by \$28K and base aid by \$16K. The college budget submission to SUNY reduced the charge back rate from other counties and thus chargebacks in the original budget by \$41K. The Bad Debt provision was adjusted so the operating margin and anticipated fund balance does not change from the approved budget in May.
- The budget was presented to the counties and well received. They both expressed gratitude for and support the college. Discussions will be ongoing regarding an increase to the annual county sponsorship or maintenance of effort.
- Essex County met with the college in early August to review facilities deferred maintenance to explore how they can help the college address it in the future.
- 2026-27 Budget Remaining Milestone – SUNY Budget approval this fall

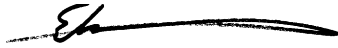
Student Information System (SIS) Upgrade Status

- Cutover commenced Thursday, July 9, 2026
- The new system went live Monday, July 13, 2026.
- Most areas have stabilized and are operating smoothly while the business office continues to work on remaining open items from the project as well as a few new issues found in productive use.
- The new student portal is a nice upgrade but has some bugs the business office is working through. Resolutions to these issues are not billable.
- Phase 2 requests are being staged until October when requirements gathering can commence.
- The vendor is billing time and materials from this point forward.

Initial Term to Full-Time Programmer/Analyst *(for review and approval)*

- Kevin Symonds - the Assistant Dean for Institutional Research and Support recommends the initial term appointment of Kevin Symonds to the full-time, 221-day, exempt appointment as Programmer/Analyst for the 2026/2027 academic year.

Kind regards,

A handwritten signature in black ink, appearing to read 'Eh', followed by a long horizontal flourish.

Erik Harvey
Chief Financial Officer



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of May 31, 2026

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2026

Presented by
ERIK HARVEY
Chief Financial Officer

North Country Community College Balance Sheet MAY 31, 2026			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,465,254	\$ 3,664,737	\$ 800,517
Accounts Receivable-Students	1,316,818	837,720	479,099
Due From NCCC Association	13,858	13,619	239
Due From NCCC Foundation (Contributions)	1,190,702	1,086,805	103,897
Due From Other Funds	680,969	1,058,578	(377,609)
Due From Governments (State & Fed Fin Aid)	776,366	497,983	278,383
Prepaid Expenses	38,098	4,800	33,298
Total Assets	\$ 8,482,067	\$ 7,164,242	\$ 1,317,824
Liabilities			
Accounts Payable	\$ (5,414)	\$ (6,151)	\$ 737
Payroll & Benefits Liabilities	(207,483)	(186,752)	(20,731)
Due to NCCC Association (Room, Meals, Books)	86,774	(7,598)	94,372
Due to NCCC Foundation (Rent)	432,987	295,766	137,222
Due to Other Funds	60	60	-
Due to Retirement	355,117	312,782	42,335
Compensated Absences	610,159	575,247	34,913
Other Liabilities	396,889	359,365	37,524
Total Liabilities	\$ 1,669,091	\$ 1,342,720	\$ 326,371
Month End Equity	\$ 6,812,976	\$ 5,821,523	
Total Liabilities & Equity	\$ 8,482,067	\$ 7,164,242	
Fund Balance Summary			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ (74,489)		
Projected Fund Balance as of 09/01/26 ¹	\$ 4,982,517		
Projected Fund Balance as a % of NOC	30%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

North Country Community College Revenues & Expenditures MAY 31, 2026				
	Annual <u>Budget</u>	Year to Date <u>Actual</u>	Year to Date <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 6,643,757	\$ 6,266,318	\$ (377,439)	94%
Sponsors' Contribution	2,757,400	1,986,600	(770,800)	72%
Chargebacks	818,340	971,106	152,766	119%
Out-of-State Tuition	371,520	469,056	97,536	126%
State Aid	3,944,375	3,054,588	(889,787)	77%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	1,453,363	(420,028)	78%
Total Revenues	\$ 16,408,783	\$ 14,201,031	\$ (2,207,752)	87%
Expenditures				
Salaries	\$ 7,869,801	\$ 6,096,472	\$ (1,773,329)	77%
Payroll Taxes	571,921	451,450	(120,471)	79%
Medical	2,348,414	1,768,297	(580,117)	75%
Retirement	746,928	659,382	(87,546)	88%
Other	214,070	179,450	(34,621)	84%
Equipment	30,000	35,789	5,789	119%
Facility Leases	1,718,141	1,293,823	(424,318)	75%
Utilities	422,900	365,378	(57,522)	86%
Maintenance	282,000	214,026	(67,974)	76%
Office & General Supplies	44,085	33,527	(10,558)	76%
Advertising	180,000	109,445	(70,555)	61%
Professional Services	141,290	128,343	(12,947)	91%
Information Technology	608,442	460,697	(147,745)	76%
Library & Instructional Supplies	122,575	106,751	(15,824)	87%
Scholarships	584,271	645,130	60,859	110%
Travel	97,790	81,222	(16,568)	83%
Property & Liability Ins.	195,579	224,229	28,649	115%
Miscellaneous	360,575	294,814	(65,761)	82%
Total Expenditures	\$ 16,538,783	\$ 13,148,222	\$ (3,390,561)	79%
Operating Surplus (Deficit)	\$ (130,000)	\$ 1,052,809	\$ 1,182,809	-910%
Non-Operating Activity	-	703,160	703,160	NA
Total Fund Surplus (Deficit)	\$ (130,000)	\$ 1,755,969	\$ 1,885,970	-1451%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of June 30, 2026

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2026

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet JUNE 30, 2026			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,876,485	\$ 4,161,971	\$ 714,514
Accounts Receivable-Students	883,103	691,026	192,077
Due From NCCC Association	13,519	12,607	912
Due From NCCC Foundation (Contributions)	1,338,947	884,357	454,590
Due From Other Funds	691,444	918,214	(226,770)
Due From Governments (State & Fed Fin Aid)	762,501	581,536	180,966
Prepaid Expenses	161,016	31,555	129,461
Total Assets	\$ 8,727,014	\$ 7,281,265	\$ 1,445,749
Liabilities			
Accounts Payable	\$ 1,338	\$ (6,151)	\$ 7,488
Payroll & Benefits Liabilities	(215,298)	(186,208)	(29,089)
Due to NCCC Association (Room, Meals, Books)	50,047	6,237	43,809
Due to NCCC Foundation (Rent)	581,553	144,253	437,300
Due to Other Funds	60	60	-
Due to Retirement	407,926	343,032	64,894
Compensated Absences	610,159	575,247	34,913
Other Liabilities	396,889	364,675	32,214
Total Liabilities	\$ 1,832,674	\$ 1,241,145	\$ 591,529
Month End Equity	\$ 6,894,340	\$ 6,040,120	
Total Liabilities & Equity	\$ 8,727,014	\$ 7,281,265	
Fund Balance Summary			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ (74,489)		
Projected Fund Balance as of 09/01/26 ¹	\$ 4,982,517		
Projected Fund Balance as a % of NOC	30%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

North Country Community College Revenues & Expenditures JUNE 30, 2026				
	Annual <u>Budget</u>	Year to Date <u>Actual</u>	Year to Date <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 6,643,757	\$ 6,267,510	\$ (376,247)	94%
Sponsors' Contribution	2,757,400	2,236,275	(521,125)	81%
Chargebacks	818,340	971,106	152,766	119%
Out-of-State Tuition	371,520	469,056	97,536	126%
State Aid	3,944,375	3,944,521	146	100%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	1,636,393	(236,998)	87%
Total Revenues	\$ 16,408,783	\$ 15,524,862	\$ (883,921)	95%
Expenditures				
Salaries	\$ 7,869,801	\$ 6,683,093	\$ (1,186,708)	85%
Payroll Taxes	571,921	491,314	(80,607)	86%
Medical	2,348,414	1,968,547	(379,866)	84%
Retirement	746,928	723,344	(23,584)	97%
Other	214,070	201,787	(12,284)	94%
Equipment	30,000	35,997	5,997	120%
Facility Leases	1,718,141	1,441,893	(276,247)	84%
Utilities	422,900	383,427	(39,473)	91%
Maintenance	282,000	235,937	(46,063)	84%
Office & General Supplies	44,085	39,073	(5,012)	89%
Advertising	180,000	101,179	(78,821)	56%
Professional Services	141,290	133,593	(7,697)	95%
Information Technology	608,442	505,803	(102,639)	83%
Library & Instructional Supplies	122,575	115,074	(7,501)	94%
Scholarships	584,271	645,975	61,704	111%
Travel	97,790	97,503	(287)	100%
Property & Liability Ins.	195,579	224,229	28,649	115%
Miscellaneous	360,575	371,252	10,677	103%
Total Expenditures	\$ 16,538,783	\$ 14,399,022	\$ (2,139,761)	87%
Operating Surplus (Deficit)	\$ (130,000)	\$ 1,125,840	\$ 1,255,840	-966%
Non-Operating Activity	-	711,494	711,494	NA
Total Fund Surplus (Deficit)	\$ (130,000)	\$ 1,837,334	\$ 1,967,334	-1513%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of July 31, 2026

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2026

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet JULY 31, 2026				
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>	
Assets				
Cash	\$ 4,599,436	\$ 3,849,106	\$ 750,331	
Accounts Receivable-Students	755,977	936,916	(180,939)	
Due From NCCC Association	14,491	25,877	(11,386)	
Due From NCCC Foundation (Contributions)	1,054,031	1,037,460	16,571	
Due From Other Funds	1,053,680	987,245	66,434	
Due From Governments (State & Fed Fin Aid)	309,193	709,481	(400,288)	
Prepaid Expenses	180,273	68,982	111,291	
Total Assets	\$ 7,967,081	\$ 7,615,067	\$ 352,014	
Liabilities				
Accounts Payable	\$ (5,856)	\$ (778)	\$ (5,079)	
Payroll & Benefits Liabilities	(203,082)	(183,432)	(19,650)	
Due to NCCC Association (Room, Meals, Books)	58,353	8,388	49,965	
Due to NCCC Foundation (Rent)	297,122	289,980	7,142	
Due to Other Funds	60	-	60	
Due to Retirement	464,344	387,620	76,724	
Compensated Absences	610,159	575,247	34,913	
Other Liabilities	402,189	364,645	37,544	
Total Liabilities	\$ 1,623,289	\$ 1,441,670	\$ 181,620	
Month End Equity	\$ 6,343,791	\$ 6,173,397		
Total Liabilities & Equity	\$ 7,967,081	\$ 7,615,067		
Fund Balance Summary				
Fund Balance as of 09/01/25	\$ 5,057,006			
Estimated 25-26 Surplus (Deficit)	\$ (74,489)			
Projected Fund Balance as of 09/01/26 ¹	\$ 4,982,517			
Projected Fund Balance as a % of NOC	30%			
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.				

North Country Community College Revenues & Expenditures JULY 31, 2026				
	Annual <u>Budget</u>	Year to Date <u>Actual</u>	Year to Date <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 6,643,757	\$ 6,682,029	\$ 38,272	101%
Sponsors' Contribution	2,757,400	2,457,725	(299,675)	89%
Chargebacks	818,340	1,056,660	238,320	129%
Out-of-State Tuition	371,520	504,832	133,312	136%
State Aid	3,944,375	3,944,521	146	100%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	2,049,056	175,666	109%
Total Revenues	\$ 16,408,783	\$ 16,694,824	\$ 286,041	102%
Expenditures				
Salaries	\$ 7,869,801	\$ 7,308,585	\$ (561,217)	93%
Payroll Taxes	571,921	531,189	(40,732)	93%
Medical	2,348,414	2,188,028	(160,385)	93%
Retirement	746,928	785,924	38,996	105%
Other	214,070	226,128	12,058	106%
Equipment	30,000	42,792	12,792	143%
Facility Leases	1,718,141	1,590,589	(127,552)	93%
Utilities	422,900	405,088	(17,812)	96%
Maintenance	282,000	257,028	(24,972)	91%
Office & General Supplies	44,085	40,882	(3,203)	93%
Advertising	180,000	120,313	(59,687)	67%
Professional Services	141,290	137,980	(3,310)	98%
Information Technology	608,442	517,823	(90,619)	85%
Library & Instructional Supplies	122,575	121,457	(1,118)	99%
Scholarships	584,271	646,975	62,704	111%
Travel	97,790	100,817	3,027	103%
Property & Liability Ins.	195,579	224,229	28,649	115%
Miscellaneous	360,575	384,594	24,019	107%
Total Expenditures	\$ 16,538,783	\$ 15,630,420	\$ (908,363)	95%
Operating Surplus (Deficit)	\$ (130,000)	\$ 1,064,404	\$ 1,194,404	-919%
Non-Operating Activity	-	189,877	189,877	NA
Total Fund Surplus (Deficit)	\$ (130,000)	\$ 1,254,281	\$ 1,384,281	-1065%



North Country Community College

Sponsored by Franklin and Essex Counties

2026-27 BUDGET EXECUTIVE SUMMARY

2026-27 OPERATING BUDGET

2026-27 CAPITAL BUDGET

NOTATIONS

SUBMITTED TO NORTH COUNTRY COMMUNITY COLLEGE BOARD OF TRUSTEES

August 25, 2026

SUBMITTED TO FRANKLIN AND ESSEX COUNTIES

July 2, 2026 (Franklin)

July 20, 2026 (Essex)

Presented by
ERIK HARVEY
Chief Financial Officer

2026-27 BUDGET EXECUTIVE SUMMARY

North Country Community College proposes a \$17,645,322 operating budget and a \$383,000 capital budget for the 2026-27 academic year, reflecting continued strategic investment in enrollment growth, student success, and critical infrastructure.

Total enrollment is projected at 1,115 AAFTE, a 1% increase over 2025-26. Core enrollment is expected to reach 985 AAFTE, with the Second Chance Pell prison program adding another 130 AAFTE.

AAFTE	2026-27 Budget	2025-26 Forecast	More (Less) vs. 2025-26 Frst	
In-State	680	654	26	4%
Out of State	55	60	(5)	-8%
In/Out of State	735	714	21	3%
Concurrent Enrollment	250	262	(12)	-5%
Core Operating	985	977	9	1%
Pell Prison Program	130	128	2	1%
Total AAFTE	1,115	1,105	10	1%

NCCC is anticipating In-and-Out-of-State enrollment of 735 AAFTE to be 21 or 3% more than 25-26. More on that below. The College Bridge program is projected to be 12 AAFTE or 5% less than prior year. This projection aligns with historical enrollment levels and considers that some of the changes North Country made to provide a boost in enrollment in 2025-26 are not sustainable. The Pell Prison program is projected to remain stable pending long-term impacts of the Barre Hill prison closure.

Enrollment projections incorporate a baseline 5.5% increase in in-state enrollment, supported by stronger SUNY Reconnect awareness entering year two and retention of the increase in enrollment from the previous year. Newer high-demand programs—Cybersecurity/Digital Forensics and OASAS Addiction Counseling—continue to mature. North Country has significantly expanded student success infrastructure including Edsights, Achieving the Dream (ATD), SUNY Academic Momentum (ACMO), Advancing Success in Associate Pathways (ASAP), and having Student Success Coaches and a Mental Health Counselor on staff. Projections remain conservative as these initiatives phase in.

Confirmed Fall 26 applicants are up 15% over Fall 25. Earlier financial-aid awarding and streamlined registration processes appear to be positively influencing student commitment, though these operational improvements make year-over-year registration comparisons less straightforward. Fall 26 semester is still 8+ weeks away and a clearer picture of fall performance will emerge later this summer.

The 26-27 budget reflects a \$366K (2%) increase in revenue and a \$489K (3%) increase in spending over the 25-26 forecast. The budget is neutral after transferring \$197K from the unrestricted fund balance.

Tuition and Fee revenue increases by \$270K due to a projected 3% increase in enrollment, and a 2% tuition rate increase.

State Aid increases by \$150K as AAFTE exceeds the funding floor for the first time since it was established in 2021-22 allowing a return to the standard FTE calculation method to establish base aid. It should be noted the base aid rate of \$2,997 per FTE has not been increased by NYS since 2021-22.

The College continues to exercise fiscal restraint, limiting backfills, offering early retirement incentives, and evaluating staffing needs carefully. The budget incorporates unavoidable cost pressures for contractual labor increases, rising health insurance premiums and employer retirement contributions, a 3% contractual rent increase for the college campuses, utilities due to global energy volatility, advertising expenses that were temporarily covered by grants in recent years, \$40K for a facilities master plan update to ensure continued investments in the college's facilities are aligned, additional institutional scholarships to accommodate more eligible students as enrollment increases, and anticipated Auto, Property, and Liability insurance premium increases.

The unrestricted fund balance is projected to be \$4.8 million (27% of NOC) as of August 31, 2027. While SUNY's recommended benchmark is 15%, North Country—like many community colleges—maintains a higher reserve to safeguard operations during enrollment fluctuations and to support strategic transformation.

2026-27 BUDGET PRESENTATION
2026-27 OPERATING BUDGET

	2026-27 Budget	2025-26 Forecast	2025-26 Budget	26-27 More (Less) vs. 25-26 Forecast	
REVENUES					
Tuition - In-State	\$ 5,206,291	\$ 4,878,190	\$ 4,959,360	\$ 328,101	7%
Tuition - Out-of-State	463,439	487,104	371,520	(23,665)	-5%
Tuition - Concurrent Enrollment	586,440	603,907	481,077	(17,467)	-3%
College and Course Fees	1,298,639	1,292,957	1,203,320	5,682	0%
Sponsors' Contribution	2,657,400	2,757,400	2,757,400	(100,000)	-4%
Chargebacks	1,044,400	1,085,000	818,340	(40,600)	-4%
State Aid	4,093,571	3,944,375	3,944,375	149,196	4%
HEERF Revenue Loss Claims	-	-	-	-	0%
Contributions & Other Income	2,098,176	2,033,141	1,873,391	65,035	3%
Total Revenues	17,448,355	17,082,073	16,408,783	366,282	2%
EXPENDITURES					
Salaries	8,183,777	8,166,847	7,869,801	16,930	0%
Benefits					
Payroll Taxes	626,059	624,764	602,040	1,295	0%
Medical	2,688,930	2,450,930	2,407,200	238,000	10%
Retirement	917,000	876,000	768,700	41,000	5%
Other	93,185	91,261	103,394	1,924	2%
Total Benefits	4,325,174	4,042,954	3,881,333	282,219	7%
Equipment	42,100	42,828	30,000	(729)	-2%
Contractual					
Rental	1,790,676	1,738,535	1,718,141	52,141	3%
Utilities	445,400	415,400	422,900	30,000	7%
Maintenance	239,900	257,400	282,000	(17,500)	-7%
Office & General Supplies	53,133	51,585	46,185	1,548	3%
Advertising	180,000	155,000	180,000	25,000	16%
Professional Services	226,000	185,337	141,290	40,663	22%
Information Technology	625,942	619,442	608,442	6,500	1%
Library and Instructional Supplies	294,135	286,420	273,075	7,715	3%
Scholarships	285,000	252,973	275,000	32,027	13%
Scholarships - Concurrent Enrollment	378,847	389,494	309,271	(10,647)	-3%
Travel	128,687	124,550	114,540	4,137	3%
Property & Liability Insurance	243,499	224,741	195,579	18,757	8%
Miscellaneous	203,055	203,055	191,225	-	0%
Total Contractual	5,094,272	4,903,932	4,757,648	190,339	4%
Total Expenditures	17,645,322	17,156,562	16,538,783	488,760	3%
Transfer from Fund Balance	196,966	74,489	130,000	122,478	-
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	0%

2026-27 BUDGET PRESENTATION
2026-27 CAPITAL BUDGET

	2026-27 Budget
REVENUES	
DASNY State Approved Match	\$ 191,500
County Appropriations	100,000
County Chargeback Revenues	60,000
Sublease Income	<u>31,500</u>
Total Revenues	\$ 383,000
PROJECTS	
Critical Infrastructure and Maintenance Upgrades	\$ 383,000
Total Project Expenditures	<u>\$ 383,000</u>
Net Surplus/(Deficit)	<u>\$ -</u>

The \$383K in Critical Infrastructure and Maintenance Upgrades will be allocated to projects identified in the college's quarterly capital planning process.

The capital budget continues the college's annual critical-maintenance program, funded equally by Essex and Franklin Counties and DASNY. New in 2026–27, daycare sublease revenue will generate additional DASNY match funding. Planned investments include Nursing-facility upgrades in Malone and Ticonderoga, accessibility improvements across campuses, Student Services modernization, creation of a Student Learning Commons, and feasibility work for an environmental science and wilderness-recreation outpost. Ongoing enhancements to the Sparks Athletic Facility—supported by DASNY, the NCCC Foundation, and NY SWIMS—will strengthen both athletic recruitment and community programming.

2026–27 BUDGET NOTATIONS

COUNTY SPONSORSHIPS

The College is grateful for the ongoing support and sponsorship by Essex and Franklin Counties. County sponsorship remains a critical pillar of affordability and access. Total appropriations for 2026–27 are projected at \$2,757,400, reflecting removal of last year’s one-time \$100K sponsor-service allocation—not a reduction in maintenance-of-effort. Each county contributes \$1,328,700 toward operations and \$50,000 toward capital, along with combined chargeback support of approximately \$1.1 million.

Unrestricted Funding of Student Education by Source

42%	\$7.5 million	Student
24%	\$4.3 million	New York State
22%	\$3.9 million	Essex and Franklin County (11% per county)
12%	\$2.1 million	NCCC Foundation and other income
100%	\$17.8 million	Total Revenue (including capital contributions)

BUDGET OPPORTUNITIES

State-level investments continue to strengthen community-college capacity including:

- The continued funding of the “SUNY Reconnect” program, the initiative for free community college for adult learners aged 25-55 without an associate’s degree or higher in high-demand fields.
- Continuing the ability for incarcerated individuals to receive TAP.
- A third round of community college recurring restricted funding. North Country was awarded \$200K of an \$8 million fund to be invested in Healthcare Workforce and Mental Health initiatives.
- A new \$12 million fund allocation of which North Country will receive \$75K to be used for program expansion and support in health care, advanced manufacturing, sustainability, cybersecurity/IT/AI, and/or any other program approved for inclusion in SUNY Reconnect. The college will also receive \$50K unrestricted that could be used to fund a portion of the new student success initiatives.

Additional opportunities:

- Accelerated retention gains from the recent student-success initiatives:
 - Edsights
 - Achieving the Dream (ATD)
 - SUNY Academic Momentum (ACMO)
 - Advancing Success in Associate Pathways (ASAP)
 - Student Success Coaches and Mental Health Counselor on staff
- A stronger, more qualified LPN applicant pool.
- Continued access to restricted workforce-development grants.
- Upstate Correctional Facility has requested North Country expand its prison education program and partner to include the prison’s incarcerated “service providing” student population.
- The college Foundation has been able to sustain philanthropic support for student scholarships.

BUDGET RISKS

Revenue

Federal Student Aid Timing and Processing

While federal aid is not expected to be reduced, staffing shortages or administrative delays at the federal level could slow disbursements. Any disruption in timing affects students' ability to settle accounts promptly, which in turn impacts the College's cash flow. There has been no impact to date.

Second Chance Pell Enrollment Volatility

Enrollment in the prison-education program carries medium-level risk due to several external factors that could reduce the available student population or create unpredictable enrollment patterns and disruptions:

- The closure of Bare Hill Correctional Facility in spring 2026
- New policies allowing incarcerated individuals to transfer closer to home
- Operational instability highlighted during the 2025 NYS correctional officers' strike

Dependence on Enrollment Growth Assumptions

Although enrollment indicators are positive, the budget assumes modest growth in several categories. Any softening in adult-learner demand, SUNY Reconnect participation, or new-program momentum could reduce tuition and fee revenue.

Market Sensitivity in High-Demand Programs

Programs such as Cybersecurity/Digital Forensics and OASAS Addiction Counseling are strong performers, but they are also sensitive to labor-market shifts. A downturn in employer demand or credentialing changes could affect enrollment.

Expense

Information Technology

IT demands, as well as hardware and software support costs continue to escalate. North Country will implement the Thesis Elements student information system (SIS) as a replacement for the CAMS SIS in Summer 2026. This upgrade will eventually increase annual costs by approximately \$100K compared to CAMS, as the new system's subscription fee of \$160K per year (with ~3% annual escalation) will be partially offset by software redundancies. After the SUNY transformational grant support ends, the full cost burden shifts to the college beginning in 2027–28.

Health Insurance Premium Growth

The college bears a substantial share of employee health-insurance costs. Continued medical-inflation trends and carrier adjustments may exceed budgeted assumptions.

Insurance Premium Escalation (Property, Liability, Auto, Cyber)

insurance premiums will continue to rise as carriers revalue properties, the general cyber risk continues to increase, natural disasters are occurring more frequently, and the College's claims and experience rate in recent years.

Capital Project Cost Overruns

Supply-chain volatility, contractor availability, and inflation in construction materials pose risks to ongoing capital projects. Any overruns could require reallocation of operating funds or deferral of planned improvements.

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the Assistant Dean for Institutional Research and Support recommends the initial term appointment of Kevin Symonds to the full-time, 221-day, exempt appointment as Programmer/Analyst for the 2026/2027 academic year, at an annual rate of \$54,952.

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 initial term appointment of Kevin Symonds to the full-time, 221-day, exempt appointment as Programmer/Analyst for the 2026/2027 academic year, at an annual rate of \$54,952.

This position is currently funded in the 2026/27 operating budget.

2026/27

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:



SARANAC LAKE . MALONE . TICONDEROGA

August 12, 2026

Mr. Kevin Symonds, Jr.
38 Cantwell Way, Apt 1
Saranac Lake, NY 12983

Dear Mr. Symonds:

Pending approval at the North Country Community College Board of Trustees at their August 25, 2026, meeting, I am pleased to offer you an initial term, full-time, twelve-month (221-day) exempt appointment as Programmer/Analyst, for the 2026-2027 fiscal year.

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 8 on Schedule C of the 2025-2028 CBA, which is an annualized salary of \$4,952. Your per-diem based on 221 days is \$248.65.

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 Scott Harwood, Assistant Dean for Institutional Research and Support, and your area supervisor is Erik Harvey, CFO.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than August 21, 2026.

Sincerely,

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



KS

KEVIN L. SYMONDS JR.

PROGRAMMER ANALYST | GREYWOLFKLS@GMAIL.COM

CONTACT

38 Cantwell Way
Saranac Lake NY 12983
greywolfkls@gmail.com
518.524.6644

July 2026

Tara,

I am writing to apply for the position of Programmer Analyst

I have over 15 years of experience in assisting others with technology issues, I have been in IT for NCCC for 5 years and I am currently holding the title Programmer Analyst.

My current role with NCCC is focused on hardware and software installation, and keeping computer labs updated, as well as responding to tickets for assistance which I handle in person, over the phone and remote when necessary. I assist both students and Staff.

Sincerely,
Kevin Symonds

Kevin L. Symonds Jr.

38 Cantwell Way Apt. 1 Saranac Lake, NY 12983

518-524-6644 greywolfkls@gmail.com

Experience

North Country Community College – Programmer Analyst

August 2024- Present

Admin on several systems: Deepfreeze, Handshake, Core Fax, CrowdStrike, Adobe, I also maintain about 250 PCs on 3 Campuses as well as work with most of the hardware including building servers. I also purchase most of our hardware. I have some experience with AutoCAD, Asure/Entra, Office 365, TrackIT, and Active Directory.

North Country Community College - Help Desk Technician

September 2021-August 2024

Assisting with computer related issues in person, over the phone and remote via Zoom or Teams, I'm also responsible for upgrading and installing most of the computers in the offices and computer labs (hardware and software) I work mainly with Office 365, and Windows 10,11 I have some experience with Active Directory mapping network printers.

North Country Community College – Administrative Aide

August 2019-September 2021

I was responsible for answering the phone and filing for the Maintenance Dept. I also used the work order program to give work assignments, I oversaw sorting out and getting blueprints digitized, I also kept the computers and printers running in the maintenance dept, I was also in charge of the mail machine and sorting of incoming and outgoing mail.

North Country Community College – Cleaner/Messenger/Laborer

June 2012-August 2019

I did everything from cleaning the dorms to lawncare, plowing, shoveling, office moves and cleaning and fueling our trucks, delivering mail.

Education

CompTIA Network+ Training

CompTIA Security+ Training

3/6 certs towards Google IT Support Professional Certificate

SUNY Canton - Construction Engineering

2000-2002

I did not complete this degree, and I earned about 47 credits.

Saranac Lake High School – Diploma 1996

Kevin L. Symonds Jr.

38 Cantwell Way apt 1 Saranac Lake, NY 12983 518-524-6644

greywolfkls@gmail.com

Professional References

Scott Harwood- supervisor

NCCC - Assistant Dean for Institutional Research & Computer Support

sharwood@nccc.edu

518-524-3886

Rick Heath- former supervisor

NCCC- Supervisor of Buildings and Grounds

rheath@nccc.edu

518-637-1227

Terry Kemp

NCCC-Academic Technology Coordinator

tkemp@nccc.edu

518-572-4598

**North Country Community College
President's Report to the Board of Trustees
Tuesday, August 25th, 2026**

Greetings to you all,

...during this opening week of a new academic year. It was sixty years ago that the NCCC secured approval from the NYS Board of Regents and was established as a college. The inaugural Board of Trustees formed that same year and the first class was welcomed in 1968. Each of you are part of a six-decade-long commitment of service to our students, their families, and our region, helping govern the College and ensure that it remains available for another sixty years and more. For that reason, I (we) thank you!

Summer 2026 break has come and gone, and we find ourselves on the doorstep of a new academic year. Earlier this month, our county sponsors approved our 2026-2027 operating budget, and it now goes to SUNY for their review and approval.

This summer, as with summer's past, the College has undergone transformation as colleagues departed for retirement and new ones joined us. We bid farewell to several folks who have given the College legions of service and extend our appreciation for their time and commitment to our students, their colleagues, and our mission. They include:

- Teresa Finch, Financial Aid Counselor
- Luke Hudak, Dual Enrollment Counselor
- Bruce Kelly, Coordinator of Student Life
- Stacey Mascia-Susice, Professor of English
- Laurie Muncil, Administrative Assistant to the VPAA
- Annie Nelson, Nursing Instructor
- Amy Sloan, Nursing Instructor
- Lee Susice, Professor of Mathematics

We also welcome several new folks to the College and have high hopes for their contributions to our students and college, including:

- Jenn Cantwell, Humanities Instructor (temp full-time)
- Stephanie Cassell, Nursing Director (temp full-time)
- Brittney Cowan, Administrative Aide
- Betsy Davison, Librarian
- Lisa Keegan, Nursing Instructor (temp full-time)
- Elena Lumby, Science Instructor (temp full-time)
- Lisa McDowall, Mathematics Instructor (temp full-time)
- Ian McNamara, Laborer
- Amanda Tagliarino, Executive Director - NCCC Association

As with our faculty and staff changes, so too with our Board of Trustees, as Governor Hochul appointed two new members of the board who will be joining you at the meeting: Jordanna Mallach and Jessica Kemp. We welcome them to the Board, and in the case of Jessica, we welcome her back, as she served as the Student Trustee in 20-21 and 21-22.

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

Joe

★ **Board Matters**

□ ***Board Appointments:***

- *Governor's:* As noted above, Governor Hochul appointed Jordanna Mallach and Jessica Kemp to the Board on July 9th, 2026. Both are filling vacant terms; Jordanna's appointment runs through June 30, 2031, while Jessica's goes through June 30, 2027.
- *County:* We have two members of the Board whose term has ended and who have expressed interest in remaining, which we are delighted by. They are Pete Suttmeier, whose appointment rotates between Essex and Franklin County every seven years, and Donna Wadsworth, who is an Essex County appointment. We have communicated their interest in continuing to serve along with our sincere hope that each county will reappoint them at an upcoming meeting.
- *Student:* In Spring 2026, the student body elected Natalee Gooshaw as their Student Trustee. After careful consideration of the expectations of the role and the academic requirements for her degree, she opted to decline so she could concentrate more fully on her academics. Thus, the students will need to elect a new trustee, which could take some time this fall.

□ ***New York Community College Trustees (NYCCT):***

- NYCCT is holding their 71st annual conference from September 10-12, 2026, in Saratoga. Many members of the Board have already signed up. If you are interested, please let Stacie Hurwitch know.
- NYCCT has been busy planning their budget advocacy agenda for the 2027-2028 year. I expect that it will be more widely shared during their conference next month.

★ **Budgeting and Planning**

- **26-27 Budget:** The 25-26 College Budget was presented and approved by our county sponsors this summer. Once again, Erik Harvey did a great job with the budget, engaging our shared governance system throughout the process and providing the administration, board and county sponsors with a clear, understandable budget to consider. Each county maintained their operating and capital support, though the \$50,000 in one-time operating aid which we received last year was not realized this year. 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 are looking at an annual operating deficit of \$197,000, 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 26-27 year, allowing predictability in our state operating aid,
- A \$200K increase in operating funds related to nursing and mental health that was first received in 24-25 was carried into this year,
- A \$75,000 increase in operating funds related to high needs/demand programs first received in 25-26 was carried into this year,
- A \$75,000 increase in operating funds related to SUNY Reconnect programs was received for 26-27 along with an additional \$50,000 in unrestricted operating funds, and
- SUNY ReConnect was funded again for 26-27. This program helps NYS residents between 25-55 who don't currently hold a degree pursue an associate's degree in high needs workforce areas.

□ **County Governing Boards:**

- We hosted Mike Mascarenas, Essex County Manager; Jim Dougan, Essex County Deputy Manager, and Joe Pete Wilson, Essex County and Town of Keene Supervisor earlier in the month for a tour of the Saranac Lake campus. Earlier discussions related to ongoing capital needs prompted this tour. We appreciated the county's interest and trust it was helpful for all.

★ **Federal Items:**

- **Federal Advocacy:** The New York Community College Association of Presidents (NYCCAP) are planning to engage The Quider Group to provide federal advocacy on Capitol Hill for the 2026-2027 year. Services will include a Washington DC Fly-in to include meetings with federal agencies, administrative representatives, and members of Congress, monthly updates on items pertinent to community colleges, and participation in NYCCAP's annual retreat.
- **Title III Strengthening Institutions Program:** Betsy Penrose, our grant writer, submitted our application earlier this summer. We expect to hear more on its status next month.
- **US Department of Education (DOE):** On August 3, 2026, the DOE Secretary, Linda McMahon, sent along a "*National Call to Action*" to college and university presidents, calling upon them to "...describe to the American public your commitments to rigorous teaching, pathbreaking research, and national service—commitments that make our universities a bedrock institution of the American republic." The language in the letter is not binding, nor does it require any action on our part. My recommendation is that we continue to stay the course and demonstrate our commitments by our actions.

★ **Enrollment**

- **Fall 2026 Enrollment:** As of Monday, August 17th, 2025, we were 1% down when compared to Fall 2025. With a bit less than week before classes start, there is an opportunity to enroll more students, though there will be movement of this number as students can add, drop or register anew, over the next two weeks. We will update the Board at your October meeting once the verification period, when the College confirms student attendance in classes, ends.

Core Enrollment <i>Date: 081726</i>	Fall 2026	Fall 2025
Headcount (# of students)	810	818

★ **Other Items of Interest**

□ **Achieving the Dream (ATD) Plan**

- As part of our work with ATD, our Core Team's draft action plan was finalized and approved over the summer. We will be meeting presenting it to the campus community later this week and formally begin the work on this year 1 action plan.
- Later this semester, on Thursday, October 29th and Friday, October 30th, Dr. Paula Pitcher and Dr. Kara Monroe will be joining us for an on-campus coaching visit to check in on our plan.

□ **Strategic Plan Update**

Our 2024-2027 Strategic Plan is sunsetting at the end of this academic year, and we will need to draft an updated plan by year's end. Last spring, we proposed three additional goals to the current plan that align with our strategic actions over the last year and shared those with the College Senate's Long Range and Strategic Planning Committee. I anticipate we will have items for the Board to consider later this semester. I have highlighted those new goals below:

- **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>	1. No update.
<i>Establish a comprehensive program to address academic use of Artificial Intelligence (AI).</i>	1. This has been a more challenging goal to accomplish than we thought at the outset of the plan. Work continues on this including a faculty workshop last week on AI.
<i>Successfully implement Academic Momentum strategies leading to improved persistence, retention and completion rates.</i>	

- **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>Ensure that the College is fully accessible in our facilities, technology, instruction, and programming.</i>	1. Facilities have been addressing findings in the OCR report, including establishing accessible parking spaces, creating accessible counters, and the like.
<i>Develop and execute a student success action plan leading to improved student outcomes</i>	
<i>Develop and execute a student success action plan leading to improved student outcomes</i>	

- **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 with non-credit programming and accessible facilities.</i>	1. The College launched a Community Health Worker program this summer. 15 students partook. 2. Basic EMT courses are running this fall in Malone and SL, and Basic Wastewater Operator course will start on September 18, 2026. 3. Non-credit Pottery classes are running in SL in Fall 2026.
<i>Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.</i>	1. An agreement to expand offerings at Upstate CF was finalized this summer and the first courses will start Fall 2026, with support from SUNY for non-tuition-related costs. 2. We applied to add Upstate CF to our list of approved institutions to offer the full Prison Education Program with MSCHE and expect that to be acted upon later this fall.
<i>Explore and implement microcredential opportunities to better serve students and employers.</i>	1. The <i>Direct Support Professional (DSP)</i> microcredentials continue to be offered, though the enrollment in them has slowed since inception. 2. <i>HUS 113 Crisis Intervention</i> launched Fall 2025 and will be offered again in Fall 2026.

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

Goal	Progress/Update Highlights
<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>	1. Athletics, Facilities and Grounds, HR, Business, and Student Life, among others, are completing their review this 25-26 academic year.
<i>Increase non-student revenue streams by 5% annually by August 2026 to support the College mission.</i>	1. The Foundation received several notable gifts over the summer, including \$100,000 in mission support, \$50,000 endowed funds along with \$10,000 start up for a laptop loaner program, and \$20,000 for faculty professional development.

□ **Grants and Opportunities**

- *Perkins:* We are awaiting final review of our Perkins Grant. This year's grant, if approved, will allow for the purchase of a new clinical software

system for nursing, improve accessibility for instruction-related videos, and help support our Student Success Coaches.

- Betsy Penrose submitted a *Title III Strengthening Institutions Program* grant application on behalf of the College earlier this summer.
- *Northern Border Regional Commission*: JMZ Architects and Planners recently submitted a proposal to conduct a *feasibility study* to construct a new building in Saranac Lake near the rail trail to support wilderness recreation leadership, environmental science and art courses/needs.

□ **Information Technology (IT)**

- *Thesis Elements*: The process to convert the College's student information system (SIS), from our existing system, *CAMS*, to *Thesis Elements*, occurred in July. Staff who use the SIS have been learning the nuances of the upgrade. Many thanks to Scott Harwood for his leadership in executing this transition and to all those involved in making sure it happened successfully!

□ **Facilities: Capital and Other Projects**

Project	Scope of Work	Anticipated Timeline	Next Steps
Sparks Front Vestibule	Complete except for two (2) new exterior lights.	Sept 1, 2026	Install lights once purchased.
SL Library Learning Commons	JMZ conducted a feasibility and design study to co-locate LAC in Library.	Sept 1, 2026	Awaiting the final report. Title III application results will define next steps.
Sparks Pool	Assessment/study	Received August 16, 2026	Evaluate report and funding options to pursue upgrades.
Sparks	Scoping study on pool repairs, plumbing, electrical, HVAC infrastructure, upgrades to locker rooms, rest rooms, and showers.	TBD	We are reviewing the final pool study results to determine funding needs/resources.
College Hall	Structural Assessment	Completed in December 2025	A scoping proposal based on the structural assessment is being reviewed. Once the scope and budget is determined we will be requesting the engineering firm to provide us with plans/cost estimates to go out to bid.
SL Rail Trail Building Feasibility Study	Feasibility study for a building along the rail trail to house science, art and wilderness rec leadership courses/	TBD	Review proposal from JMZ Architects and Planners.

Project	Scope of Work	Anticipated Timeline	Next Steps
	programs, and community space.		
Boiler Project	Boilers at Malone campus and SL campus (College, McCormick and Mulholland Halls) being proposed to be replaced with more energy efficient and less costly propane boilers	TBD	Review AES Northeast, an engineering firm, proposal to assess the SL building energy needs and determine appropriate sizing of new boilers and estimates for replacement.
Radio Station	Demolition	TBD	Awaiting proposal for asbestos remediation/ demolition from a contractor.

❑ **Middle States Commission on Higher Education (aka MSCHE aka Middle States):**

- Middle States, our regional accreditor, requires periodic self-study, whereby the College reflects upon its performance vis-à-vis seven (7) standards, followed up by a peer review and review team visit to campus. The self-study process occurs every eight years and we are scheduled to complete self-study and have a review team on campus in Spring 2029.
- We have a new VP Liaison at Middle States, Michael Sachs, JD, who joins the Middle States team bringing wealth of accreditation experience.
- We have been developing our steering committee and self-study design. It will be important for the Board to become familiar with the standards and the accreditation process if you are not already.

❑ **NCCCAP:**

- No updates

❑ **CSEA:**

- No updates.

❑ **SUNY:**

- No updates.

❑ **NYSED:**

- Recertification of our Practical Nursing Certificate program will occur Fall 2026, which will include a site visit from NYSED's Office of the Professions.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President