

**Board of Trustees**

February 28th, 2025 | 11:00 a.m.

*Saranac Lake Campus (HH-105) & Zoom access by request*

- I. Call to Order
- II. Oath of Office
- III. Approval of November 22nd, 2024 Meeting Minutes
- IV. Liaison Reports
  - a. College Senate
  - b. NCCC Association of Professionals (NCCCAP)
  - c. Civil Service Employee Association (CSEA)
- V. College Reports
  - a. Board Chair
  - b. Interim Vice President for Academic Affairs
    - i. Resolution | Appointment - Nursing Instructor
    - ii. Resolution | Policy - NCCC's Academic Credit by Evaluation
    - iii. Resolution | Discontinue Program on the Elizabethtown Campus
    - iv. Resolution | Program Title Change
    - v. Resolution | Discontinue Program and Certificate
  - c. Vice President for Marketing and Enrollment
  - d. Interim Chief Financial Officer
    - i. Financial Reports | November 2024, December 2024, & January 2025
  - e. Interim Associate Vice President for Student Affairs
  - f. College President
- VI. Representative Reports
  - a. NCCC Association
  - b. NCCC Foundation
- VII. Old Business
- VIII. New Business
- IX. Public Comment
- X. Executive Session
- XI. 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 that 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.

**Trustee Signature**

Patricia Preston \_\_\_\_\_

**Printed Name**

**Sworn and subscribed before me on this day:** \_\_\_\_\_

**Signature of Notarial Officer:**

Affix notary seal/stamp here



## **Board of Trustees Meeting Minutes**

Friday, November 22, 2024 | 11:00am

Board Members Present: Pete Suttmeier, Donna Wadsworth, Linda Beers, Dan Kelleher, Todd LaPage, Seth McGowen, Mary Irene Lee, and Shia Bright

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Tara Evans, Erik Harvey, Kyle Johnston, Jackie VanBrunt, Chris Knight, Scott Harwood, Tina LaMour and Lee Susice. Members of the College community joined as well.

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Board Chair, Pete Suttmeier called the meeting to order at 11:02 a.m. after quorum was met.

### Minutes

Mary Irene Lee made the motion to accept the August 30<sup>th</sup>, 2024, meeting minutes. Dan Kelleher seconded the motion. The August 30<sup>th</sup>, 2024, meeting minutes were unanimously (7-0-0).

### College Senate Chair | Chad LaDue

- Three meetings have occurred this semester.
- An Ad hoc Committee has been created to identify potential remedial classes to be held over the summer.

### NCCCAP President | Lee Susice

- Noted members of NCCCAP have voted in favor of supporting the Remote Work Policy.

### CSEA President | Dianna Trummer

No report

### Board Chair Report | Pete Suttmeier

- Pete, Linda and Joe attended the annual NYCCT meeting in Saratoga, NY.
- Pete shared that he attended the recent IT Advisory Board meeting. He said it was overall a good presentation and was surprised at the expense of software and support. The College is currently looking for potential resources to satisfy these needs.
- Commented on the recent development from Chancellor's office regarding their involvement in the future hiring of Community College Presidents. Community College boards are not in favor of this decision. NYCCT is working with a lawyer to contest this administrative decision.
  - Members of the board spoke of the Chancellor's attempt to overstep the roles of the boards and counties who support them.

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

- The Humanities Department hosted play-readings this semester.
- Dr. Bill Daggett presented on AI and its future in education. His presentation sparked a lot of

interesting conversation. A meeting is planned today to continue the conversation on how AI will dramatically change education and will discuss how the College can benefit from it.

- There were four 2<sup>nd</sup> Chance Pell graduations between the prisons this fall.
- Updates from SUNY: 2 learning outcomes have been added in GenEd (AI and Civic Dialog).
- Grant proposal for a partnership with Saranac Lake Central School District. – partnerships – The goal will be to connect with High School students and offer developmental English, Math, and college success for seniors. It will be geared towards students who may not see themselves in the college environment.
  - Members of the board spoke of the opportunities this partnership could create.
- The AAS Nursing Hybrid Pinning Ceremony will be held on December 14<sup>th</sup> at the Harriestown Town Hall in Saranac Lake. These 29 students are from the first hybrid cohort.

*The Board moved to approve the following resolution:*

Dan Kelleher made a motion to the floor that the North Country Community College Board of Trustees hereby approves the temporary appointment of Amy Sloan, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the remainder of the 2024/25 academic year, at an annual salary of \$49,554 (pro-rated to reflect 9/16/2024 start date). This position is currently funded in the 2024/25 operating budget. In accordance with the current NCCCAP agreement Article VII Appointment and Promotions, this appointment will expire at the conclusion of the 2024/25 academic year and will not be renewed. Seth McGowan seconded the motion. The motion was unanimously approved (7-0-0).

Interim Associate Vice President of Student Affairs | Jackie VanBrunt:

- Jackie introduced herself to the Board. She began this position in October 2024.
  - Members of the Board welcomed her to NCCC.
- Jackie shared there will be a Thanksgiving Feast in the Connector this Wednesday.
- Jackie shared each campus has a food pantry. These pantries have been in high need on the campuses.

Vice President for Marketing and Enrollment Management | Kyle Johnston

- The Free Application for Federal Student Aid (FAFSA) is now available for the 25-26 year. Various communications are out to the college community and to students in the pipeline and prospects. The process is more fluid and takes a lot less time to complete when compared to years past.
  - Chad LaDue highlighted the importance of having this early as it allows coaches to sign on students faster. If we can be the first to give out the award letter that's a huge advantage for future enrollment.
- Spring campaigns are mostly complete; 6 campaigns will roll over into the spring semester.
- New video assets for the college that were not available in previous years.
- Applications are up for fall and confirmations for spring are coming in.
- There was a brief discussion on scholarships, and how they're funded and awarded.

Interim CFO | Erik Harvey:

- Let the financials and forecast stand as they were shared in his written report.
- Erik shared the financial audit by Boulrice & Wood CPAs has begun, their team were onsite late October. Final reports are anticipated for spring 2025.

- Shared the current health of the Fund Balance and highlighted the projections over the next four years.
- Highlighted the outcomes of the recent IT Advisory Board meeting. Scott laid a great framework and foundation of that IT looks like at NCCC. Looking forward to schedule another within the next year.
- Members of the board spoke of the future of Second Chance Pell and the potential students.
- Members of the board spoke of the current College Bridge program. There was discussion on the positive impact of this program on both the student and the College.
- Erik highlighted the updated 5-year financial projection, which included the 2023-2024 closeout.

*The Board moved to approve the following resolution:*

Seth McGowan made a motion from the floor that the North Country Community College Board of Trustees hereby approves of the financials of August 31<sup>st</sup>, September 30<sup>th</sup>, October 31<sup>st</sup>, 2024, as they were presented in the packet. Mary Irene Lee seconded the motion. The motion was unanimously approved (7-0-0).

- Erik highlighted the proposed Tuition and Fee schedules for 2024-2025.
  - The proposed 2% increase would roughly yield an additional \$74,000 in operating revenue for the college.
  - He reminded the board and members in attendance that the College has kept the tuition frozen for the previous 4 years.
  - Aid provided by the government has not kept up with the inflation of operating costs. Annually, the college has run on a deficit of approximately \$300-500K.
  - When compared to tuition rates of NYS community colleges, NCCC is in line with the average per year for the past 15 years.
  - He noted that while other colleges increase their technology fee, NCCC has kept it frozen since its inception so the gap between the community college average of overall tuition is waning.
  - Joe shared the background to his recommendation to increase the tuition for the first time in over 4 years.
  - Joe shared the College Senate supported his recommendation to the proposed increase. They appreciated the inclusion.

*Board moved to approve the following resolution:*

Dan Kelleher made a motion from the floor that the North Country Community College Board of Trustees hereby approves the attached Tuition and Fee Schedule for the academic year beginning September 1, 2025, and ending August 31, 2026. Seth McGowan seconded the motion. The motion was unanimously approved (7-0-0).

President | Joe Keegan:

- Extends thanks to the members of the Board for their continued support of the College, its students, and staff.
- Joe shared SUNY, Middle States, and others, are keeping their eye for potential changes that may impact the US Department of Education under the newly elected President and their Administration.
- Joe shared both the Ticonderoga and Malone Chambers of Commerce gave special

- recognition to their respective NCCC Campus and its participation in their communities.
- Another successful series of North Country Live is complete.
- Joe shared there will be an Institutional Advancement Forum on the future impact of AI on the College. This virtual listening session will be today at 1:30 p.m.
- Scott shared an update on enrollment numbers for spring 2025.

*Board moved to approve the following resolution:*

Mary Irene Lee made a motion to the floor that the North Country Community College Board of Trustees hereby approves the temporary appointment of Jacquelyn VanBrunt, to the full-time, exempt appointment as Associate VP of Student Affairs for the remainder of the 2024/25 academic year, at an annual salary of \$87,500 (pro-rated to reflect 10/21/2024 start date). This position is currently funded in the 2024/25 operating budget. Seth McGowan seconded the motion. The motion was unanimously approved (7-0-0).

Seth McGowan made a motion from the floor that the North Country Community College Board of Trustees hereby approves of the Remote Work Program as it was presented in the packet. Dan Kelleher seconded the motion. The motion was unanimously approved (7-0-0).

Comment: Members of the board verified this document was reviewed by the college's personnel lawyer, Bill Wallens. Meeting attendees shared how students might perceive this change. This program will be reviewed at the end of the semester to see if it was successful or if revisions are needed.

Mary Irene Lee made a motion from the floor that the North Country Community College Board of Trustees hereby approves the Phased Retirement Program for CSEA Members as it was presented. Seth McGowan seconded the motion. The motion was unanimously approved (7-0-0).

At 12:19 Linda Beers was able to join the meeting.

#### NCCC Association | Robert Rathbun

The Association's audit is almost complete. A report will be shared when it becomes available. Rob highlighted the success of the Summer 2024 dorm rentals: profiting \$60K. Rob shared all the dorms have been filled for Fall 2024 semester. Provided updates on staff and their good work with the students at the dorms.

#### NCCC Foundation Director | Erin Walkow:

- Erin has sent requests for renewed support to the Birdsong Family Foundation and Casella Waste Management. Both asks are for the Opportunity Scholarship. We have set a goal of \$50,000 for the 2025-2026 academic year.
- Erin has sent solicitations for the Opportunity Scholarship to three new foundations who support other local organizations: Judith Chiara Foundation, Douglas C. McGraw Foundation, and Starich Foundation. Erin encouraged members of the board to advocate on our behalf with these foundations.
- Erin has been working closely with Betsy Penrose to identify new funding opportunities for the College and the Foundation.
- The annual meeting for the Foundation Board will be held on Tuesday, December 10.

- Year-end appeal letters will be sent to the donors over the last two years and will reach out to potential prospects.
- Erin respectfully requested the Board’s consideration to extend their continued support of the College by making a financial gift to the Foundation by year end.

Old Business

None

New Business

None

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:35 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. Linda Beers seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was not invited to attend the meeting at 12:36 p.m.

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Linda Beers seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:25 p.m.

Respectfully Submitted,



Stacie G. Hurwitch  
Assistant Secretary, NCCC Board of Trustees

Date: February 28, 2025

Resolution #: 2024-25 | Pending

Motion:

Seconded:

Action: Pending (x-x-x)

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



**Interim VPAA Report to the  
Board of Trustees  
January 31, 2025**

Please find the following report from the Academic Area.

**Academic Planning, Programs and Policies:**

**Spring 2025:**

The Spring semester is underway as the first day of classes was January 27, 2025. There are two exceptions to the January 27<sup>th</sup> start: the Advanced EMT classes began on January 9<sup>th</sup> in ML and January 13<sup>th</sup> in SL. The hybrid Associate Degree in Nursing program started on January 14<sup>th</sup>.

**Professional Development:**

We will continue the exploration of AI use in the classroom with more professional development presentations this spring. Additionally, some faculty have expressed interest in bringing in a speaker to discuss the cognitive neuroscience of memory and how it relates to teaching and learning.

**Credit by Evaluation Policy (Prior Learning Assessment)**

The Academic Policy and Standards Committee recommended the Senate adopt an Academic Credit by Evaluation Policy to provide a pathway for students to receive academic credit for demonstration of knowledge acquired prior to their enrollment at North Country. This aligns with SUNY's requirement that every SUNY school adopt a local policy. The Senate passed the policy at the December meeting.

**College Readiness Ad-Hoc Group:**

The College Senate created an ad-hoc committee to discuss steps we can take to help prepare incoming students for college-level learning. The current goals include offering developmental courses in Math, English, and College Success at no cost to students over the summer.

**Workforce Development**

**SUNY Workforce Development Funds:**

SUNY has reinstated workforce development funds to help regional businesses offer training for their employees. Funding will be available beginning in April. Some area businesses have inquired about trainings already, and the College will help facilitate those trainings when possible.

**Apprenticeship--Industry Roundtables:**

- An apprenticeship roundtable will take place in Malone on February 28th, similar to the events in Saranac Lake and Ticonderoga. Planning with external organizations include the Malone Chamber of Commerce, SUNY, and the NYS Department of Labor.



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

**AEMT Original/Refresher Training** (both credit and non-credit): Full Semester Schedule

**Pottery Classes:** Jan 6<sup>th</sup> – Feb. 12<sup>th</sup>; Feb 24<sup>th</sup> -April 2nd

**Child Development Associate Certificate Training Course:** January 2<sup>nd</sup>--March 31st

**UpNCoding:** Software Engineering and Cybersecurity bootcamps: May 20th-Aug 7th

Respectfully submitted,

Sarah Maroun

Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Nursing Program Director recommends the temporary appointment of Courtney Roy, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the remainder of the 2024/25 academic year, at an annual salary of \$49,554 (prorated to reflect 1/21/2024 start date),

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

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Courtney Roy, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the remainder of the 2024/25 academic year, at an annual salary of \$49,554 (prorated to reflect 1/21/2024 start date).

This position is currently funded in the 2024/25 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2024/25 academic year and will not be renewed.



SARANAC LAKE . MALONE . TICONDEROGA

November 21, 2024

Ms. Courtney Roy  
1838 State Route 3  
Cadyville, NY 12918

Dear Ms. Roy:

Pending approval by the North Country Community College Board of Trustees at their January 31, 2025, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the Spring 2025 semester. Faculty members are expected to report on January 21, 2025.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 9 on Schedule C of the 2022-2025 CBA, which is an annualized base salary of \$49,554. Your per-diem rate based on 164 days is \$302.16. As your temporary appointment commences with the spring semester, your salary will be pro-rated to \$24,777, which is based on 82 days within the spring semester.

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

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than December 13, 2024.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan  
President

cc: Personnel File / Payroll File

A handwritten signature in black ink, followed by a horizontal line. Below the line, the text 'Employee Signature' is printed.

12/5/24  
Date

# COURTNEY ROY

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## PROFESSIONAL SUMMARY

Proficient and caring professional nursing team member offering over 11 years of patient-facing experience within the University of Vermont Health Network Hospitals. Adept at addressing patient needs with compassionate care and attention to detail. Diligent about maximizing satisfaction, safety and wellness while serving patients of all backgrounds. Effective at tracking vitals and responses to treatment, administering medications and transcribing orders. Forward-thinking leader; mindful, aware, and attentive to those around them. Resourceful and knowledgeable about day to day work flow, policies, and procedures. Excellent relationship building and problem solving abilities. Acclimates quickly to new charting systems. Licensed in New York and certified in ACLS, BLS, and CPR.

## SKILLS

Leadership	Troubleshooting
Preceptor	Patient Assessments
Clinical Instructor	Patient Care
EPIC Superuser	HIPAA Compliance
Communication	Geriatric Knowledge
Collaboration	Treatment Planning
Infection Control and Aseptic Procedures	Telemetry

## EXPERIENCE

REGISTERED NURSE, CHAMPLAIN VALLEY PHYSICIANS HOSPITAL; PLATTSBURGH, NY – JUNE 2021-PRESENT

- Assigned as team leader after 3 months and tasked to supervise 5-6 nurses and 3-5 ancillary staff as well as oversee 30 patients
- Organizing, prioritizing, and delegating nursing work flow throughout the unit
- Assesses patients and alerts doctors to patient deterioration and requests for treatment, re-evaluation or emergency intervention
- Implements, reviews, and revises nursing plans of care
- Preceptor to numerous travel nurses as well as for several new graduate nurses
- Supported facility through EMR transition as a Superuser

REGISTERED NURSE, NORTH COUNTRY COMMUNITY COLLEGE; SARANAC LAKE/MALONE, NY – JANUARY 2024-PRESENT

- Nurse educator for PN students on Malone Campus, instructing Nursing 101-Fundamentals.
- Clinical Nursing instructor for PN and ADN students on Medical Surgical units, Cardiovascular Care unit, and the Emergency Department.

- Understanding of each students individual education needs and expectations
- Clinical competency
- Teaching prospective nursing professionals in class room setting including lectures, discussions, and assessments on nursing fundamentals
- Constructive organization skills in clinical setting of daily work flow including assignments to students and expectations for the day
- Role model of professionalism, nursing skills, and personal work flow

LICENSED PRACTICAL NURSE, ELIZABETHTOWN COMMUNITY HOSPITAL HEALTH CENTERS; AU SABLE FORKS, NY – NOVEMBER 2018-AUGUST 2020

- Received honorable mention from patients for interpersonal skills used in comforting patients, family, and caregivers.
- Collaborated with multiple health care providers to assess patient needs, plan and modify care and implement interventions
- Provided diagnosis information, treatment possibilities, disease management tips and wound care advice to patients, family members, and caregivers
- Supported physicians during examinations and scans to assist with diagnostic procedures

LICENSED PRACTICAL NURSE, ELIZABETHTOWN COMMUNITY HOSPITAL; ELIZABETHTOWN, NY – MAY 2017-NOVEMBER 2018

- Managed patient care through closely monitoring respiration, blood pressure and blood glucose levels
- Cared for wounds, provided treatments and assisted with procedures
- Evaluated patients to identify and address wounds, behavioral concerns and medically relevant symptoms
- Documented accurate and complete patient information to address patient problems and expected outcomes

NURSE ASSISTANT, ELIZABETHTOWN COMMUNITY HOSPITAL; ELIZABETHTOWN, NY – JUNE 2013-MAY 2017

- Gathered dietary information, assisted with feeding and monitored intake to help patients achieve nutritional objectives and support wellness goals
- Supported ambulation and physical therapy needs by conducting planned exercise routines
- Helped patients effectively manage routine bathing, grooming and other personal hygiene needs

## EDUCATION

WESTERN GOVERNORS UNIVERSITY, SALT LAKE CITY, UT – BACHELOR OF  
SCIENCE, NURSING: FEBRUARY 2023

- Submission in Communications applications granted Excellence award for  
“Exceptional nature” of work submitted

UNIVERSITY OF VERMONT HEALTH NETWORK AT CHAMPLAIN VALLEY PHYSICIANS  
HOSPITAL, PLATTSBURGH, NY – NURSE RESIDENCY PROGRAM (PTAP): JUNE 2022

NORTH COUNTRY COMMUNITY COLLEGE, SARANAC LAKE, NY – ASSOCIATE  
DEGREE IN NURSING: MAY 2021

- Granted Student Excellence Award in Nursing
- Member of Associate Degree Nursing Club
- Elected Vice President for Associate Degree Nursing Club in 2020

NORTH COUNTRY COMMUNITY COLLEGE, SARANAC LAKE, NY – CERTIFICATE IN  
PRACTICAL NURSING: MAY 2017

NORTH COUNTRY COMMUNITY COLLEGE, SARANAC LAKE, NY – ASSOCIATE  
DEGREE IN SCIENCE: MAY 2017

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS SUNY has passed an Award of Credit by Evaluation Policy and required all SUNY schools to develop local policies that align with the SUNY policy, and

WHEREAS the Academic Policy and Standards Committee and College Senate approved NCCC's Academic Credit by Evaluation Policy, and

WHEREAS the President has reviewed the proposal and endorses the recommendation;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees approves NCCC's Academic Credit by Evaluation Policy.

Date: February 28, 2025  
Resolution #: 2024-25 | Pending  
Motion:  
Seconded:  
Action: Pending (x-x-x)  
Witness: Pending -> Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

APS approved: 11.20.2024  
Senate approved: 12.13.2024  
BOT approved:  
Revised  
VPAA: lm:  
Effective Date:



## **NCCC ACADEMIC CREDIT BY EVALUATION POLICY (Also known as Prior Learning Assessment)**

### **OVERVIEW**

Higher education institutions acknowledge that learning often extends outside of a college's walls. Recognizing and awarding credit for experiential and other types of learning, after careful review and analysis, supports the overall goal of student success. SUNY's Credit by Evaluation Policy shall serve as the foundational guidance for North Country Community College's policy and procedures. While NCCC has traditionally recognized a number of courses for transfer including Advanced Placement (AP), Military-Affiliated Credit, College-Level Examination Program (CLEP), and International Baccalaureate (IB), this revised policy seeks to expand these awards after thorough evaluation in alignment with SUNY's revised guidelines.

### **RATIONALE**

As prior learning experience can contribute to overall student success and completion of a degree program, NCCC will establish a policy that formalizes the opportunity for students to apply their prior experience and knowledge toward college credit if the evaluation of that knowledge and experience supports the awarding of credit. NCCC's move toward a Credit by Evaluation Policy aligns with the College's mission to *provide open access to high quality academic programs that prepare students for transfer and career success*. The creation and promotion of the policy aligns with SUNY's mission and focus on enabling students to complete their program of study without duplicating their efforts. As stated by the State University of New York (SUNY): *The goal of the SUNY policy (#2012-089) on Seamless Transfer Requirements, as described in Memorandum to Presidents Vol. 13, No. 3, is to enable students to complete their intended program of study on time, without unnecessary cost and/or duplication of effort. The principles of this policy serve as the framework for the transfer of credits earned through credit by evaluation.* Formalizing a credit by evaluation policy clarifies these opportunities for students and aligns with the goals and mission of both NCCC and SUNY.

### **I. GUIDELINES**

- A. Academic department faculty have purview of the awarding of credit in their respective disciplines.
- B. Awarding of credit must be aligned with accreditation standards as they apply. Rationales for acceptance or denial of credit by evaluation shall be clearly articulated and supported.
- C. The policy and procedures shall be clearly communicated to the student, and the information disseminated effectively to respective faculty and college offices.
- D. Appeals/considerations of award shall be in consultation with the President, Vice President for Academic Affairs, or their designee.



## II. DETERMINATION PROCESS

- A. Students shall complete an application for the award of academic credit by evaluation and submit it to the Records Office for Registrar review with the exception of previous completed standardized exams.
- B. In the case of a standardized exam or certified program, the Registrar will approve the award of academic credit. For those applications that require more in-depth evaluation, department chairs will be notified and asked to review the application and may make recommendations about challenge exam administration. Department chairs may recommend a designee to complete the application review.
- C. The reviewer will complete a rubric approved by the respective departments for evaluation and submit it to the VPAA Office. The rubric will include demonstrated course grade equivalency. After review by the VPAA, a recommendation will be made to the Registrar for the awarding of credit. In cases where credit is awarded for course equivalency of C- or lower, transfer is not guaranteed and must be clearly communicated to the student and on the transcript.
- D. Transcripts shall clearly communicate the program or course equivalency, and that credit was awarded by the evaluation process.
- E. NCCC may award credit for programs outside of current offerings after review by an appropriate academic department, committee, or designee if the College has a related discipline area. Receiving campuses cannot deny credit solely because it was earned through credit by evaluation, but may establish restrictions consistent with programmatic requirements that treat native and transfer students the same.
- F. The applicable fee for Credit by Evaluation shall be determined by the Administration in accordance with SUNY guidelines and published on the Tuition and Fees Annual Schedule.
- G. The President, Vice President for Academic Affairs, or designee shall oversee the process for Credit by Evaluation as per SUNY guidelines.

## III. TRANSFER CREDIT AND STANDARDIZED EXAMS

### A. Transfer Credit

1. Students transferring from another accredited college or university may submit official transcripts from all the schools they attended prior to NCCC for review.
2. Those transfer students wishing to receive credit for courses from other colleges must have earned a “C” or better; courses where the student earned either a “P” or “F” will *not* be accepted as transfer credits.
3. For students transferring in credits, *grades and quality points for courses transferred into NCCC will not appear on the transcript and will not be used in calculating the grade point average at NCCC.* A grade of “CR” will appear on a transcript.
4. For programs outside of Allied Health, no more than 31 credit hours can be transferred to NCCC toward an associate degree and no more than 15 credit hours towards an academic certificate.
5. For Allied Health programs, a maximum of 17 credits can be transferred into the Certificate: Practical Nursing; a maximum of 33 credits may be transferred into the AAS: Nursing (ADN, RN); and a maximum of 34 credits may be transferred into the AAS: Radiologic Technology.

6. To qualify for transfer, credits must be less than ten years old unless approved by the respective department chair/director. Credits taken at NCCC, where matriculation has been broken, will also be subject to the ten-year rule. To qualify for transfer into Allied Health, credits must be less than five years old.

#### **B. Standardized Exams**

1. **Advanced Placement (AP) Exam:** NCCC recognizes the College Board's Advanced Placement (AP) exams and awards credit for successful completion of AP exams in the same manner that transfer credits are awarded with a grade of 3, 4, or 5.
2. **Military-Affiliated Exams:** Students may receive transfer credit for certifications completed while in the Armed Forces. Students should submit the Joint Services Transcript for evaluation.
3. **College Level Examination Program (CLEP):** NCCC recognizes credit earned through testing by the College Level Examination Program (CLEP). Credit is awarded for successful completion of CLEP tests in the same manner that transfer credits are awarded with a grade of 50 or higher.
4. **International Baccalaureate (IB):** NCCC will award credit for IB Diploma courses on either the Standard Level (SL) or High Level (HL), with a grade of 4 or higher.

#### **IV. CREDIT BY EVALUATION OPPORTUNITIES**

- A. **Industry Credentials:** Certifications recognized by various industries may be approved for credit. Evidence of completion and evaluation must be provided.
- B. **Military-Affiliated Educational Training:** In addition to the credit by examination as specified above, other military training and experience may be considered for credit.
- C. **American Council on Education (ACE):** Recommendations on prior learning assessments from the American Council on Education may be considered. ACE makes recommendations related to industry/military training and certifications.
- D. **Apprenticeship or Externship Training:** Apprenticeship or externship training with documented hours and learning outcomes may be evaluated and considered for credit.
- E. **Portfolio Evaluation:** Students may come to NCCC with extensive work experience and knowledge that demonstrates college-level competencies in certain fields. Demonstration of that experience and knowledge through an extensive portfolio may be evaluated and considered for credit based on a rubric and evaluation that may include an interview.
- F. **Institutional Challenge Exams:** Institutional exams may be available and would equate to a comprehensive final exam for a designated course. Exams may be written or demonstrated and evaluated by academic program faculty.

#### **V. REQUIREMENTS**

- A. Students must be matriculated into a degree program and enrolled in at least six credits at NCCC before credits can be added to a transcript. Informal advisement regarding prior learning can be discussed during the admission process; however, credit cannot be guaranteed until a thorough evaluation is complete.

- B. Credits earned through evaluation will be identified with a grade of “CR” and treated as transfer credit. These grades do not impact a student’s grade point average (GPA) at NCCC.
- C. Whenever possible, prior learning must match existing courses using the course description and learning outcomes for guidance. In some cases, prior learning credit may be used as an elective credit in a relevant discipline. If the prior learning is entirely outside of the scope of course offerings at NCCC, credit may not be awarded.
- D. Students will be charged for the cost of evaluation and assessment of prior learning credit. The costs vary by the type of evaluation and assessment and are non-refundable. Fees will be listed on the NCCC Tuition and Fees schedule each year. NCCC is not responsible for the costs of standardized testing or industry credentials.
- E. NCCC cannot guarantee the transferability of credits earned by evaluation. Students are responsible to contact the institution to which they may transfer following NCCC to determine how that credit by evaluation may transfer.
- F. Where credit is awarded originally by the sending campus in content areas not offered by the receiving campus, the articulation must be reviewed and approved by an appropriate academic committee or designee assigned by the receiving campus, consistent with campus governance processes.

## Relevant Excerpts from SUNY Draft Policy

**From SUNYs Policy: *Award of Academic Credit by Evaluation:*** *We know that today, increasingly, verifiable college-level learning takes place in K-12 settings; through work experience; military service; completing professional certifications and licenses; micro-credentials; non-credit and continuing education study; experiential learning, including community service and volunteer activities; and independent study through open educational resources and online offerings. Research demonstrates that the academic credit awarded for these experiences can give students’ increased confidence about their ability to succeed, decrease time to completion, and result in cost savings.<sup>1</sup>*

### I. **Core Tenets**

- A. *The awarding of credit by evaluation is based on the same criteria used to evaluate credit awarded in courses in registered degree and certificate programs:*

**1. Shared Governance:** *Campus-level policies and procedures developed to implement this policy must meet all applicable campus administrative and shared governance procedures for consultation and must undergo a campus governance process equivalent to that for any local academic policy.*

**2. Faculty Oversight:** *The evaluation of student learning for the award of academic credit must be conducted by faculty or approved by faculty in the case of evaluation by a subject matter expert or established third-party validation.*

**3. Accreditation and Regulation:** *This policy reflects any related standards by the Middle States Commission on Higher Education (MSCHE) and the New York State Department of Education (NYSED) as of its writing. Campus policies must reflect*

*the same, as well as related standards of programmatic-level accrediting bodies, and be updated accordingly should standards be revised.*

**4. Award Level:** *The evaluation of student learning for the award of academic credit can be applied to both undergraduate and graduate programs.*

**5. Transparency and Communication:** *Campus policies and procedures for the award of academic credit by evaluation must be clearly delineated and disseminated.*

**6. Accountability:** *Campus policies and procedures related to the award of academic credit fall under the purview of the President, Chief Academic Officer, or their designee.*

1 2018-2020 studies and reports funded by the Lumina Foundation and the Strada Network and prepared by The Western Interstate Commission for Higher Education (WICHE) and the Council for Adult and Experiential Learning (CAEL). Retrieved online at: <https://www.wiche.edu/key-initiatives/recognition-of-learning/>

## **SUNY Transfer Guidelines: Considerations for Approval**

### **III. Transfer**

The goal of the SUNY policy (#2012-089) on Seamless Transfer Requirements, as described in Memorandum to Presidents Vol. 13, No. 3, is to enable students to complete their intended program of study on time, without unnecessary cost and/or duplication of effort. The principles of this policy serve as the framework for the transfer of credits earned through credit by evaluation.

A. Save for programmatic restrictions, as referenced herein in III.E. and IV., credit earned through credit by evaluation shall be guaranteed to transfer between SUNY campuses, if the campus that awarded the credit determined the demonstrated learning was equivalent to a course grade of C or above.

B. To maximize the transferability of credit earned through credit by evaluation, campuses are encouraged to establish the course grade equivalency for all credit awarded through credit by evaluation. Transfer of awarded credit shall be guaranteed only if it has been determined the demonstrated learning was equivalent to a course grade of C or above.

C. Campuses may award credit through credit by evaluation without establishing a course grade equivalency or in instances for which demonstrated learning is determined to be equivalent to a course grade of C- or below; however, in these cases, credit earned through credit by evaluation is not guaranteed to transfer, students must be informed such credit is not guaranteed to transfer, and the transcript must clearly indicate such credit was awarded without the transfer guarantee.

D. Credit earned through credit by evaluation can be assigned a grade of Pass/Fail (Satisfactory/Unsatisfactory), but such credit is not guaranteed to transfer and instead the receiving campus may exercise discretion in determining transferability in these instances.

E. Receiving campuses cannot deny credit solely because it was earned through credit by evaluation, but may establish restrictions consistent with programmatic requirements that treat native and transfer students the same.

F. Transcript entries for credit awarded shall clearly indicate the course and/or

program requirement equivalency and identify that credit was awarded via evaluation of a prior learning.

G. Campuses shall document their standards for course equivalency determinations in accord with the Seamless Transfer requirements and include a list of acceptable forms of verification (e.g., transcripts, official score reports).

H. Where credit is awarded originally by the sending campus in content areas not offered by the receiving campus, the articulation must be reviewed and approved by an appropriate academic committee or designee assigned by the receiving campus, consistent with campus governance processes.

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS The Elizabethtown Campus has been in operation since 1990,  
and

WHEREAS the program designated at that campus are no longer being offered  
there, and

WHEREAS the Humanities and Social Science Department faculty as well as the  
College Senate recommend discontinuing those programs, and

WHEREAS the President has reviewed the proposal and endorses the  
recommendation;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of  
Trustees approves NCCC to submit a request to SUNY and  
NYSED to discontinue the *AA Liberal Arts: Humanities and  
Social Science* at the Elizabethtown Campus.

Date: February 28, 2025  
Resolution #: 2024-25 | Pending  
Motion:  
Seconded:  
Action: Pending (x-x-x)  
Witness: Pending -> Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

CC approved: 12.5.2024  
Senate approved: 12.13.2024  
BOT approved:  
Revised  
VPAA: Im:  
Effective  
Date:

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the use of the title of *Chemical Dependency Counseling* has shifted, and

WHEREAS the industry more commonly uses the title of *Addictions Counseling*, and

WHEREAS the Human Services faculty as well as the College Senate recommend changing the title, and

WHEREAS the President has reviewed the proposal and endorses the recommendation;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees approves NCCC to submit a request to SUNY and NYSED to change title of the *AAS Chemical Dependency Counseling* degree to *AAS Addictions Counseling*.

Date: February 28, 2025  
Resolution #: 2024-25 | Pending  
Motion:  
Seconded:  
Action: Pending (x-x-x)  
Witness: Pending -> Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

CC approved: 10.3.2024  
Senate approved: 10.11.2024  
BOT approved:  
Revised  
VPAA: lm:  
Effective  
Date:

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS The Business: Office Technology, AAS degree program and the Office Technology Certificate program have been deactivated with SUNY; and

WHEREAS there have been no students enrolled in these programs for the last five years; and

WHEREAS the Business Department, Curriculum Committee and College Senate concur; and

WHEREAS the Interim Vice President for Academic Affairs and College President concur.

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the discontinuance of the AAS Business: Office Technology degree program and the Certificate: Office Technology program.

Date: February 28, 2025

Resolution #: 2024-25 | Pending

Motion:

Seconded:

Action: Pending (x-x-x)

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



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**Vice President of Marketing & Enrollment**  
**Report to the Board of Trustees**  
**Created January 27, 2025**

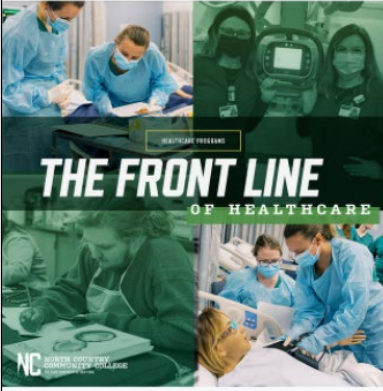
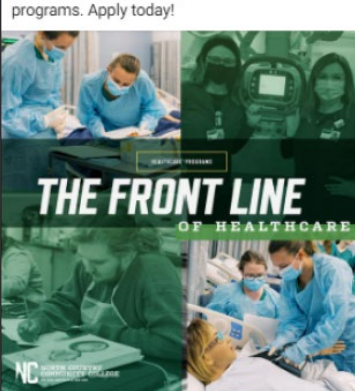
**Project, Enrollment, Financial Aid, and Marketing Updates:**

- **Major project updates:**
  - **SEM PLAN PROJECT:** We have recently begun work to develop our new 2025-2028 SEM Plan as most of the initiatives from our 2022-2025 SEM Plan are wrapping up. The new plan is largely being created from wish list items that I've been jotting down over the last couple years in college meetings, conferences, etc. SUNY has extended the contracts for our SEM Coaches so we will be re-engaging with them to provide a few trainings as we start building the new plan. We have not heard if there will be any funding (mini-grants) available for this round of work but we will keep searching for ways to fund the initiatives that are forthcoming. We will have a draft ready for the college to review in April.
  - **SLATE CRM (Customer Relationship Management):** No new updates.
  - **North Country Navigator:** The new Academic and Career Advisors have taken a lead roll helping our new incoming Spring students to be better-prepared for their classes and acclimated/oriented to the college. This is the first semester where we've had all of them in place, so we are eager to see the fruits from their labors.
- **The Enrollment Team:** Application volume for the Spring 2025 semester has paced slightly ahead of Spring 2024 semester and Fall 2025 has been in lock-step with Fall 2024. The second year of the new Spring-Start ADN Program looks very strong as the program was able to fill all 32 seats available. This past month the team began planning for continuing and brand-new enrollment events for Spring and Summer. So far, the team carried out an "Explore NCCC Day" on January 8<sup>th</sup> at the TI Campus and there are similar events planned for Malone on February 13<sup>th</sup> and the Saranac Lake Campus on May 1<sup>st</sup>. Additionally, we are planning MASH Camps for TI in May then Saranac Lake and Malone in July.
- **The Financial Aid Team:** Financial Aid has spent the last few months working through the new Financial Value Transparency and Gainful Employment Disclosure requirements. Our Institutional Research Department worked over the holiday season to submit the first level of reporting that was required for many of our programs. We are awaiting additional guidance from the Department of Education regarding our next steps and additional requirements that we know are coming.



**Marketing and Web Updates:**

- Recently, we launched the new [www.nccc.edu/go](http://www.nccc.edu/go) page which is a hub for all of the new videos that were created in the last 18 months. This page serves two purposes as it is also the main landing page for all of our streaming video campaigns.
- Additionally, we recently launched the new [www.nccc.edu/stories](http://www.nccc.edu/stories) page which serves as the home for our "Student Stories Project" work. This landing page features 6 student feature videos that were taken from footage captured during our program video shoots. The page also has a slider highlighting some of our newer written testimonials and we created a new form where students and alumni can submit their own stories along with their own pictures and videos.

Program Specific Mockups - Healthcare & Nursing

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>The healthcare and nursing degree and certificate programs at North Country offer students amazing career and transfer opportunities. Apply and get yourself accepted TODAY!</p>  <p>nccc.edu The Front Line of Care   Reach Higher at NCCC</p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>North Country is taking applications for this upcoming year's Nursing, Massage Therapy, Radiologic Technology, Healthcare Administration, Health Science, and Advanced Emergency Medical Technician programs. There are plenty of scholarships available for these programs. Apply today!</p>  <p>nccc.edu Career-Ready Programs   Reach Higher at NCCC</p> <p><a href="#">Learn more</a></p>
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Fall Scholarships 4 Everyone Ad Mockups

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>College can be much more affordable than you think! At North Country Community College we have more scholarship funding available than ever before. Check out and apply for our Chemical Dependency Counseling, Human Services, Essex &amp; Franklin County, 6 on Us, Opportunity, and Foundation scholarships TODAY!</p>  <p><b>NC</b> NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK</p> <p>nccc.edu Scholarships 4 Everyone   Apply for Funding Today</p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>At North Country, we're dedicated to offering a quality education for less and our team is poised to help you navigate all of the funding and scholarship sources available to students. Check out all of our scholarship programs TODAY!</p>  <p><b>NC</b> NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK</p> <p>nccc.edu Opportunities Await   Scholarships 4 Everyone</p> <p><a href="#">Learn more</a></p>
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Winter Short Term Offerings Ad Mockups

**NC** North Country Community College  
Sponsored · 🌐



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



**SHORT-TERM & FLEXIBLE OFFERINGS**

nccc.edu  
Short-Term Offerings Fast & Flexible [Learn more](#)

Spring Registration 2025 Ad Mockups

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Let us help you become the best version of yourself with a bright and shiny degree or short-term program offering in the new year. There's a scholarship available to every new student so check-out what we have to offer TODAY!</p>  <p>nccc.edu NCCC Spring Registration   Invest in Your Future <a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Stop putting your bright &amp; amazing future on hold. Instead, spring into 2025 by starting the degree or short-term program offering that'll get you there!</p>  <p>nccc.edu NCCC Spring Registration   Invest in Your Future <a href="#">Learn more</a></p>
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## NEW YEAR, NEW GOALS

APPLY NOW FOR SPRING 2025

North Country offers a top-notch educational experience at an affordable price!




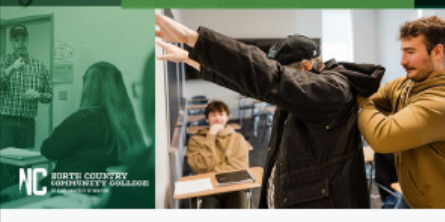
- Create your account and apply to North Country at [NCCC.EDU/APPLY](https://nccc.edu/apply)
- Check out our wide assortment of programs at [NCCC.EDU/PROGRAMS](https://nccc.edu/programs)
- Explore financial aid availability and instructions at [NCCC.EDU/FINANCIAL-AID](https://nccc.edu/financial-aid)
- Review all of our flexible course offerings and apply at [NCCC.EDU/SPRING](https://nccc.edu/spring)
- Set up your on-campus or virtual visit at [NCCC.EDU/VISIT](https://nccc.edu/visit)
- Research the 6 on Us, Opportunity, NCCC Foundation, and Human & Emergency Services scholarships at [NCCC.EDU/SCHOLARSHIPS](https://nccc.edu/scholarships)

Program Specific Mockups - Transfer Degrees

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Thinking of getting started or continuing your pursuit of a 4 year college degree? Need a flexible schedule? North Country's affordable, transfer-ready Associate degrees in Business, Early Childhood Education, English, Healthcare, Math, Science and Psychology may be right for you!! Many scholarships are still available!</p>  <p><b>TRANSFER ↔ READY DEGREES</b></p> <p>nccc.edu <b>Start Here</b> Go Anywhere!</p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Earn a transfer-ready degree with emphasis in Early Childhood Education, English, Math &amp; Science, Psychology and many more areas at North Country!</p>  <p><b>TRANSFER ↔ READY DEGREES</b></p> <p>nccc.edu <b>Reach Higher</b> Own Your Future</p> <p><a href="#">Learn more</a></p>
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North Country Community College

Program Specific Mockups - Criminal Justice & Cybersecurity

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Help to protect others in need and impact people's lives in a meaningful way. North Country's degrees in Criminal Justice and Cybersecurity &amp; Digital Forensics are designed to prepare you for in-demand career opportunities in our communities, across the region, and throughout the country!</p>  <p><b>CRIMINAL JUSTICE AND CYBERSECURITY</b> AT NORTH COUNTRY</p>  <p>nccc.edu <b>Law Enforcement Programs</b></p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Learn about criminal law, law enforcement procedures, and investigative techniques in the Criminal Justice and Cybersecurity &amp; Digital Forensics degrees at North Country!</p>  <p><b>CRIMINAL JUSTICE AND CYBERSECURITY</b> AT NORTH COUNTRY</p>  <p>nccc.edu <b>Protect Others</b></p> <p><a href="#">Learn more</a></p>
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### Winter Carnival 2025 Mockups

<p><b>NC</b> North Country Community College Sponsored · 📍</p> <p>Each February, we honor the indomitable spirit of the Saranac Lake Winter Carnival as a proud event sponsor. Get out there and join us at the festivities!</p>  <p>nccc.edu Come NC Winter Carnival   Proud Carnival Sponsor <a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 📍</p> <p>Each February, we honor the indomitable spirit of the Saranac Lake Winter Carnival as a proud event sponsor. Get out there and join us at the festivities!</p>  <p>nccc.edu Come NC Winter Carnival   Proud Carnival Sponsor <a href="#">Learn more</a></p>
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## Spring 2025 Application Volume

Generated on 01/27/2025 at 10:03:05 AM ET

### Application Categories

Metric	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Spring Applications (total)	459	434	309	272
SUNY Applications (Spring)	11	21	6	
Incomplete Applications	57	38	36	61
Decided	301	303	210	166
Withdrawn Applications	99	92	63	39

### Admissions Decisions

Metric	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Decided Applications (total)	301	303	210	166
Decided SUNY Applications	4	5	1	
Accepted Applicants	300	302	207	165
Denial	1	1	3	1

### Yield (Intent to Enroll)

Metric	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Admitted: Confirmed Intent to Enroll	205	185	152	105
Admitted: Confirmed SUNY Apps	1		1	
Admitted: Declined Enrollment	16	18	15	14
Admitted: Declined Enrollment SUNY Apps				
MELT- Withdrawn AFTER Confirm (Year End ...	28	39	18	23

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

<b>Metric</b>	<b>All SP25</b>	<b>First Time</b>	<b>Transfer</b>	<b>Re-Admit/Continuing</b>
Totals	173	40	51	82
Saranac Lake	48	12	17	19
Malone	58	12	16	30
Ticonderoga	21	2	7	12
Online/DL	46	14	11	21

## Spring 2025 New Student Registration Queue

<b>Metric</b>	<b>All SP25</b>	<b>First Time</b>	<b>Transfer</b>	<b>Re-Admit/Continuing</b>
Totals	3		3	
Saranac Lake	1		1	
Malone	1		1	
Ticonderoga				
Online/DL	1		1	



## Fall 2025 Application Volume

Generated on 01/27/2025 at 10:03:21 AM ET

### Application Categories

Metric	Fall 2025	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Fall Applications (YTD totals)	871	871	662	618
Fall SUNY Applications (YTD totals)	137	53		
Incomplete Applications	361			
Decided	334	354	290	250
Withdrawn Applications	27			

### Admissions Decisions

Metric	Fall 2025	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Decided Applications ( YTD total)	334	354	290	250
Decided SUNY Applications	113	80	59	
Accepted Applicants	333	351	290	250
Denial	1	2		

### Yield (Intent to Enroll)

Metric	Fall 2025	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	31	63	64	61
Admitted: Confirmed SUNY Apps	3	2	2	
Admitted: Declined Enrollment		4	1	1
Admitted: Declined Enrollment SUNY Apps		1		
MELT- Withdrawn AFTER Confirm	1	17	23	25

**North Country Community College  
Interim CFO's Report to the Board of Trustees  
February 28, 2025**

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

In this month's report **I am seeking your approval of the following:**

- 1) the financial statements for the month ending November 30, 2024,**
- 2) the financial statements for the month ending December 31, 2024,**
- 3) the financial statements for the month ending January 31, 2025.**

I am also sharing an updated 5-year financial projection including the latest 2024-25 forecast considering Spring 2025 enrollment. Lastly, I'll share some departmental updates including filling you in on the 2025-26 budget timeline.

**Financial Statements November 2024** *(for review and approval)*

- The \$408K decrease in Cash is primarily related to North Country's cash outlay for the construction projects for which North Country is still navigating through the reimbursement process. The outlays are partially offset by unspent grant funding.
- The \$140K increase in Accounts Receivable-Students is due to an increase in overall enrollment vs. the prior year.
- The \$946K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. In this case, the amount relates to the construction projects going on in the prior year that the college was seeking reimbursement for through grants.
- The \$937K increase in Due from Governments is primarily related to outstanding reimbursements from DASNY related to the construction closeouts.
- The Payroll and Benefit Liabilities variance of \$217K is related to the prepayment of the December medical insurance premium in the prior year. The payment was not prepaid in the current year.
- The \$111K increase in Due to NCCC Association is related to the timing of the college transferring student government related proceeds later than the prior year.
- The \$294K variance in Due to Retirement is related to paying the ERS retirement bill in November in the current year and it wasn't due and paid until December last year.

**Financial Statements December 2024** *(for review and approval)*

- The \$309K decrease in Cash is primarily related to North Country’s cash outlay for the construction projects for which North Country is still navigating through the reimbursement process.
- The \$937K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college’s operating fund. In this case, the amount relates to the construction projects going on in the prior year that the college was seeking reimbursement for through grants.
- The \$1.18 million increase in Due from Governments is primarily related to outstanding reimbursements from DASNY related to the construction closeouts.
- The \$111K increase in Due to NCCC Association is related to the timing of the college transferring student government related proceeds later than the prior year.

**Financial Statements January 2025** *(for review and approval)*

- The \$719K increase in Cash is primarily related to the timing of North Country’s NYS Base Aid 2<sup>nd</sup> quarter payment. The \$1 million base aid payment was received by the college in January in the current year but not until February in the prior year. Cash outlays for the construction projects for which North Country is still navigating through the reimbursement process are being partially offset by unspent grant funding.
- The \$283K increase in Accounts Receivable-Students is due to an increase in overall enrollment vs. the prior year.
- The \$1 million decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college’s operating fund. In this case, the amount relates to the construction projects going on in the prior year that the college was seeking reimbursement for through grants.
- The \$1 million increase in Due from Governments is primarily related to outstanding reimbursements from DASNY related to the construction closeouts.
- The Payroll and Benefit Liabilities variance of \$252K is related to the prepayment of the February medical insurance premium in the current year. The payment was not prepaid in the prior year.

**2024-25 February Forecast**

- Full Year Projected Enrollment

	Forecast	Budget	Actual
	2024-25		2023-24
<b>AAFTE STUDENTS</b>			
In-State	482	480	499
Initiatives	104	120	66
Out of State	46	40	40
<b>In/Out-of-State</b>	<b>632</b>	<b>640</b>	<b>605</b>
Concurrent Enrollment	217	245	248
<b>Core Operating</b>	<b>849</b>	<b>885</b>	<b>853</b>
Pell Program	136	135	130
<b>Total AAFTE</b>	<b>985</b>	<b>1,020</b>	<b>982</b>

## Notes

- The ADN program expansion, Early Childhood Education pathway, EMT program, the Direct Support Professionals micro credential, and OASIS Chemical Dependency programs lead the way for the initiatives in the Fall and again in the Spring.
- Total 2024-25 AAFTE enrollment is projected to be flat to prior year but 3% less than budget. Concurrent Enrollment (Bridge) has the largest shortfall and is projected to be roughly 12% less than prior year and budget. The net impact of the Bridge enrollment decrease is approx. \$10K. The AAFTE decrease does not impact the NYS State base aid floor funding model either. The total revenue impact of the projected enrollment decrease compared to budget is \$100K partially offset by unneeded bridge scholarships of \$56K.

### *Enrollment Spring 2025- data as of 2/21/25*

- Total AAFTE of 369 was 8 or 2% less than prior year and 21 or 5% less than budget.
- In state AAFTE of 200 was 15 or 7% less than prior year and 8 or 4% less than budget.
- Initiatives AAFTE of 51 were 13 or 33% more than prior year but 2 or 5% less than budget.
- Out-of-state AAFTE of 19 was 4 or 29% more than prior year and 4 or 24% more than budget.
- Total In/Out AAFTE of 270 was 2 or 1% more than prior year but 7 or 3% less than budget.
- Bridge AAFTE of 47 was 17 or 27% less than prior year and 19 or 29% less than budget.
- 2nd Chance Pell AAFTE of 53 was 8 or 17% more than prior year and 6 or 13% more than budget.

### *Enrollment full year projection*

- Total AAFTE of 985 is 3 or 0.3% more than prior year but 35 or 3% less than budget.
  - In state AAFTE of 482 is 13 or 3% less than prior year but 2 or 0.3% more than budget.
  - Initiatives AAFTE of 104 are 33 or 46% more than prior year but 16 or 13% less than budget.
  - Out-of-state AAFTE of 46 is 6 or 15% more than prior year and 6 or 16% more than budget.
  - Total In/Out AAFTE of 632 is 26 or 5% more than prior year but 8 or 1% less than budget.
  - Bridge AAFTE of 217 is 30 or 12% less prior year and 28 or 11% less than budget.
  - 2nd Chance Pell AAFTE of 136 is 6 or 5% more than prior year and 1 or 1% more than budget.
- Revenue full year projection - \$98K or 1% worse than budget
    - Better than Budget*
    - \$49K – Out of State tuition increase due to 16% projected more enrollment vs. budget.
    - \$9K – 2<sup>nd</sup> Chance Pell revenue increase due to 1% projected more enrollment vs. budget.
    - Worse than Budget*
    - \$77K – In state (including initiatives) revenue reduction due to 3% projected less enrollment vs. budget.
    - \$66K – Concurrent Enrollment (Bridge) revenue reduction due to 11% projected less enrollment vs. budget.
    - \$13K – College and Course Fees decrease due to 1% projected less in and out of state enrollment vs. budget.
  - Expense full year projection – \$103K or 1% better than budget
    - Better than Budget*
    - \$55K - Scholarships are better as Concurrent Enrollment (Bridge) is currently projected to be 11% less than budget thus won't need as many scholarships.
    - \$38K – Salaries and Payroll Taxes are better for open positions as replacements are recruited.
    - \$8K – Property and Liability Insurance is better than budget as the provision to accommodate premium increases due to auto and liability claims was not needed in the current year. Some of the provision was used to increase umbrella coverage from \$4 million to \$10 million.

- The college is operating 24-25 at a \$402K deficit considering Spring '25 enrollment. The fund balance is projected to finish August 31, 2025, at \$4.9 million or 31% of 24-25 net operating costs.

## 2025-30 5-Year Projections

- **Baseline Assumptions**

- In State 2024-25 includes Spring enrollment and considers SUNY enrollment projection trends for 2025-30. Summer '25 is projected to perform between historical levels and Summer '24.
- Out of State enrollment gets back up to the average pre-pandemic level in 2025-30.
- Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2025-30.
- The Second Chance Pell prison program is assumed to climb back to 15 AAFTE less than the average pre-pandemic level in 2025-30.
- The college froze the tuition rate in 2020-24. Assuming 2% increase year over year 2024-30. (Every 1% increase = \$35K revenue).
- County operating aid increased by \$200K in 2023-24 and an additional 3% or \$77.4K in 2024-25. No future increases are considered in the projections.
- NYS Base aid assumes the 100% floor rule 2022-29. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. This analysis assumes the 100% Floor with no future increases.
- Salaries include a ~\$190K (3%) increase per year for contractual labor increases.
- Benefits assume a 3% increase per year primarily for Health Insurance.
- Non-personnel costs assume a 1.5% increase per year to cover rent escalations and rising technology costs.
- Starting in July 2025, the NCCC Foundation bonds will mature, and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college. This is reflected in the projections.
- Restricted funds from grants, additional state aid, and NCCC Foundation fundraising monies are available to invest in generating additional enrollment. They include 1) SUNY High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for the "6 on us" promotion, Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin and Essex Counties to assist students in certain programs like chemical dependency.
- The Thesis Elements student information system (SIS) will upgrade/replace the CAMS SIS currently used. New subscription costs will be \$160,000/year + ~3% annual escalation. Current CAMS software cost is \$53K. Some software that manages virtual hardware will not be needed once the new environment is live and hosted by Thesis. The net annual increase in cost for the new SIS will be approx. \$100K. The capital implementation and years 1-2 operating costs are to be funded by a SUNY transformational grant. Year 3 and beyond fall on the college.

- **Initiatives**

- Initiatives are assumed to be In-State students and replace declined In State enrollment.
- Initiatives are projected to yield \$3 million in revenue over the next five years 2025-30.

- **Expense Reductions**

- Currently the college has identified \$423K in savings per year or \$2.1 million over the next five years 2025-30. This is mostly attributed to staff attrition and not backfilling vacant positions.

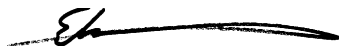
- **Fund Balance**

- On August 31, 2030, the fund balance is projected to be \$675K or 4% of 29-30 Net Operating Costs.

## Departmental Updates

- 2025-26 Budget
  - Tuition and Fees for 2025-26 – approved 2% increase by Board of Trustees – 11/22/24
  - The annual Open Budget Forum - held 12/8/24.
  - Financial models and templates were developed and/or set up in December-January.
  - Budget planning sessions are scheduled with college leadership for February.
    - Projected enrollment
    - Labor and Benefits
    - Non-personnel costs
  - Individual departments are working on their specific resource needs so they can inform the budget and tie the needs back to the strategic plan in March.
  - First draft of consolidated budget ready for shared governance review in March.
  - Budget presented to the Board of Trustees for feedback in April.
  - Budget presented to the Board of Trustees for approval in May.
  - Budget presented to the Counties in June, to be ready for July public hearing and voting.
  - The final budget is submitted to SUNY in August for NYS DOB approval in the fall.
  
- 2023-24 Financial Audit
  - The college audit is complete.
    - Single audit filed early on February 4 with the Federal Clearing House (due by 5/31).
    - EZ Audit for Federal Student Aid filed February 4 (due by 5/31).
  - The NCCC Foundation audit is complete.
  - The NCCC Association audit is complete.
  - Great job by all for another clean audit and on time completion!
  
- Subledger Calendar Year End Processing
  - Brenda Garver completed the 1098T process before the 1/31 deadline. Thank you to North Country's IT team for their support. 1098Ts are sent to students and provide information about educational expenses that may qualify the student--or the student's parents or guardian if the student is a dependent--for education-related tax credits.
  - Darlene Livernois processed 1099s to vendors by the 1/31 deadline. 1099s are statements sent to vendors/suppliers-paid more than \$600, but there are exceptions—so they can report the income on their tax return.
  - Payroll and HR processed W-2s and employee year end statements by the 1/31 deadline. They needed to wait for the financial system to be updated before properly processing. Thank you again to the IT team.
  -

Kind regards,



Erik Harvey  
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of November 30, 2024**

SUBMITTED TO THE BOARD OF TRUSTEES

February 28, 2025

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet NOVEMBER 30, 2024			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
<b>Assets</b>			
Cash	\$ 3,434,397	\$ 3,842,548	\$ (408,151)
Accounts Receivable-Students	1,151,866	1,011,068	140,798
Due From NCCC Association	29,983	108,015	(78,032)
Due From NCCC Foundation (Contributions)	1,122,850	1,083,784	39,067
Due From Other Funds	597,078	1,543,786	(946,708)
Due From Governments (State & Fed Fin Aid)	1,361,638	424,421	937,217
Prepaid Expenses	-	-	-
<b>Total Assets</b>	<b>\$ 7,697,812</b>	<b>\$ 8,013,622</b>	<b>\$ (315,810)</b>
<b>Liabilities</b>			
Accounts Payable	\$ 30,773	\$ 38,404	\$ (7,631)
Payroll & Benefits Liabilities	71,032	(146,319)	217,351
Due to NCCC Association (Room, Meals, Books)	109,088	(2,126)	111,214
Due to NCCC Foundation (Rent)	303,372	303,133	238
Due to Other Funds	520	-	520
Due to Retirement	(30,213)	263,511	(293,724)
Compensated Absences	296,556	288,738	7,818
Other Liabilities	323,570	296,568	27,002
<b>Total Liabilities</b>	<b>\$ 1,104,698</b>	<b>\$ 1,041,909</b>	<b>\$ 62,788</b>
<b>Month End Equity</b>	<b>\$ 6,593,114</b>	<b>\$ 6,971,712</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,697,812</b>	<b>\$ 8,013,622</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/24	\$ 5,260,978		
Estimated 24-25 Surplus (Deficit)	\$ (476,375)		
Projected Fund Balance as of 09/01/25 <sup>1</sup>	\$ 4,784,603		
Projected Fund Balance as a % of NOC	30%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$13,839,021.			

North Country Community College Revenues & Expenditures NOVEMBER 30, 2024				
	Annual Budget	YTD Actual	22-23 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 6,386,479	\$ 3,152,211	\$ (3,234,268)	49%
Sponsors' Contribution	2,657,400	620,000	(2,037,400)	23%
Chargebacks	788,000	421,974	(366,026)	54%
Out-of-State Tuition	323,520	200,515	(123,005)	62%
State Aid	3,946,250	1,045,314	(2,900,936)	26%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,462,101	342,651	(1,119,450)	23%
<b>Total Revenues</b>	<b>\$ 15,563,750</b>	<b>\$ 5,782,665</b>	<b>\$ (9,781,085)</b>	<b>37%</b>
<b>Expenditures</b>				
Salaries	\$ 7,602,614	\$ 1,967,172	\$ (5,635,441)	26%
Payroll Taxes	581,600	153,165	(428,435)	26%
Medical	2,245,580	558,551	(1,687,029)	25%
Retirement	677,100	192,835	(484,265)	28%
Other	92,558	45,851	(46,707)	50%
Equipment	45,000	12,595	(32,405)	28%
Facility Leases	1,684,726	425,497	(1,259,230)	25%
Utilities	417,850	40,217	(377,633)	10%
Maintenance	185,900	96,730	(89,170)	52%
Office & General Supplies	54,325	14,356	(39,969)	26%
Advertising	180,000	33,749	(146,251)	19%
Professional Services	127,800	20,764	(107,036)	16%
Information Technology	703,000	268,241	(434,759)	38%
Library & Instructional Supplies	290,550	38,997	(251,554)	13%
Scholarships	604,475	381,633	(222,843)	63%
Travel	94,375	26,430	(67,945)	28%
Property & Liability Ins.	195,376	101,224	(94,151)	52%
Miscellaneous	187,625	97,523	(90,102)	52%
<b>Total Expenditures</b>	<b>\$ 15,970,453</b>	<b>\$ 4,475,528</b>	<b>\$ (11,494,925)</b>	<b>28%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (406,703)</b>	<b>\$ 1,307,137</b>	<b>\$ 1,713,840</b>	<b>-421%</b>
Non-Operating Activity	-	25,000	25,000	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (406,703)</b>	<b>\$ 1,332,137</b>	<b>\$ 1,738,840</b>	<b>-428%</b>





North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of December 31, 2024**

SUBMITTED TO THE BOARD OF TRUSTEES

February 28, 2025

Presented by

ERIK HARVEY

Interim CFO

<b>North Country Community College Balance Sheet DECEMBER 31, 2024</b>			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 2,651,141	\$ 2,960,238	\$ (309,097)
Accounts Receivable-Students	978,202	892,306	85,895
Due From NCCC Association	42,827	28,009	14,818
Due From NCCC Foundation (Contributions)	880,560	880,610	(50)
Due From Other Funds	608,395	1,545,151	(936,757)
Due From Governments (State & Fed Fin Aid)	1,327,584	144,461	1,183,123
Prepaid Expenses	-	-	-
<b>Total Assets</b>	<b>\$ 6,488,708</b>	<b>\$ 6,450,776</b>	<b>\$ 37,933</b>
<b>Liabilities</b>			
Accounts Payable	\$ (5,396)	\$ (3,189)	\$ (2,207)
Payroll & Benefits Liabilities	(159,203)	(176,110)	16,906
Due to NCCC Association (Room, Meals, Books)	109,548	(2,089)	111,636
Due to NCCC Foundation (Rent)	98,678	101,024	(2,345)
Due to Other Funds	520	-	520
Due to Retirement	9,483	16,811	(7,328)
Compensated Absences	296,556	288,738	7,818
Other Liabilities	324,010	296,948	27,062
<b>Total Liabilities</b>	<b>\$ 674,196</b>	<b>\$ 522,134</b>	<b>\$ 152,063</b>
<b>Month End Equity</b>	<b>\$ 5,814,512</b>	<b>\$ 5,928,642</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 6,488,708</b>	<b>\$ 6,450,776</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/24	\$ 5,260,978		
Estimated 24-25 Surplus (Deficit)	\$ (476,375)		
Projected Fund Balance as of 09/01/25 <sup>1</sup>	\$ 4,784,603		
Projected Fund Balance as a % of NOC	30%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$13,839,021.			

<b>North Country Community College Revenues &amp; Expenditures DECEMBER 31, 2024</b>				
	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 6,386,479	\$ 3,152,407	\$ (3,234,072)	49%
Sponsors' Contribution	2,657,400	810,000	(1,847,400)	30%
Chargebacks	788,000	432,087	(355,913)	55%
Out-of-State Tuition	323,520	200,515	(123,005)	62%
State Aid	3,946,250	1,045,314	(2,900,936)	26%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,462,101	463,227	(998,875)	32%
<b>Total Revenues</b>	<b>\$ 15,563,750</b>	<b>\$ 6,103,550</b>	<b>\$ (9,460,201)</b>	<b>39%</b>
<b>Expenditures</b>				
Salaries	\$ 7,602,614	\$ 2,511,738	\$ (5,090,876)	33%
Payroll Taxes	581,600	192,784	(388,816)	33%
Medical	2,245,580	748,669	(1,496,911)	33%
Retirement	677,100	244,310	(432,790)	36%
Other	92,558	55,663	(36,895)	60%
Equipment	45,000	12,595	(32,405)	28%
Facility Leases	1,684,726	567,099	(1,117,627)	34%
Utilities	417,850	89,753	(328,097)	21%
Maintenance	185,900	111,411	(74,489)	60%
Office & General Supplies	54,325	15,141	(39,184)	28%
Advertising	180,000	47,903	(132,097)	27%
Professional Services	127,800	26,708	(101,092)	21%
Information Technology	703,000	273,931	(429,069)	39%
Library & Instructional Supplies	290,550	48,564	(241,986)	17%
Scholarships	604,475	390,169	(214,307)	65%
Travel	94,375	37,917	(56,458)	40%
Property & Liability Ins.	195,376	101,224	(94,151)	52%
Miscellaneous	187,625	113,463	(74,162)	60%
<b>Total Expenditures</b>	<b>\$ 15,970,453</b>	<b>\$ 5,589,041</b>	<b>\$ (10,381,412)</b>	<b>35%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (406,703)</b>	<b>\$ 514,509</b>	<b>\$ 921,212</b>	<b>-227%</b>
Non-Operating Activity	-	39,026	39,026	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (406,703)</b>	<b>\$ 553,534</b>	<b>\$ 960,238</b>	<b>-236%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of January 31, 2025**

SUBMITTED TO THE BOARD OF TRUSTEES

February 28, 2025

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet JANUARY 31, 2025			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
<b>Assets</b>			
Cash	\$ 3,338,496	\$ 2,619,601	\$ 718,894
Accounts Receivable-Students	3,367,781	3,084,938	282,843
Due From NCCC Association	29,334	29,643	(309)
Due From NCCC Foundation (Contributions)	1,018,802	998,873	19,929
Due From Other Funds	689,258	1,769,991	(1,080,733)
Due From Governments (State & Fed Fin Aid)	1,150,018	100,806	1,049,212
Prepaid Expenses	-	-	-
<b>Total Assets</b>	<b>\$ 9,593,689</b>	<b>\$ 8,603,852</b>	<b>\$ 989,837</b>
<b>Liabilities</b>			
Accounts Payable	\$ (4,722)	\$ 22,725	\$ (27,447)
Payroll & Benefits Liabilities	(201,526)	50,687	(252,213)
Due to NCCC Association (Room, Meals, Books)	631,019	561,802	69,218
Due to NCCC Foundation (Rent)	203,930	204,462	(531)
Due to Other Funds	520	60	460
Due to Retirement	40,077	50,316	(10,239)
Compensated Absences	296,556	288,738	7,818
Other Liabilities	324,010	296,948	27,062
<b>Total Liabilities</b>	<b>\$ 1,289,865</b>	<b>\$ 1,475,738</b>	<b>\$ (185,873)</b>
<b>Month End Equity</b>	<b>\$ 8,303,824</b>	<b>\$ 7,128,114</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 9,593,689</b>	<b>\$ 8,603,852</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/24	\$ 5,260,978		
Estimated 24-25 Surplus (Deficit)	\$ (402,020)		
Projected Fund Balance as of 09/01/25 <sup>1</sup>	\$ 4,858,958		
Projected Fund Balance as a % of NOC	30%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$13,839,021.			

North Country Community College Revenues & Expenditures JANUARY 31, 2025				
	Annual Budget	YTD Actual	22-23 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 6,386,479	\$ 5,340,492	\$ (1,045,987)	84%
Sponsors' Contribution	2,657,400	1,025,000	(1,632,400)	39%
Chargebacks	788,000	432,087	(355,913)	55%
Out-of-State Tuition	323,520	345,315	21,795	107%
State Aid	3,946,250	2,012,294	(1,933,956)	51%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,462,101	569,878	(892,223)	39%
<b>Total Revenues</b>	<b>\$ 15,563,750</b>	<b>\$ 9,725,066</b>	<b>\$ (5,838,684)</b>	<b>62%</b>
<b>Expenditures</b>				
Salaries	\$ 7,602,614	\$ 3,003,304	\$ (4,599,310)	40%
Payroll Taxes	581,600	227,897	(353,703)	39%
Medical	2,245,580	939,404	(1,306,176)	42%
Retirement	677,100	293,795	(383,305)	43%
Other	92,558	73,484	(19,074)	79%
Equipment	45,000	13,699	(31,301)	30%
Facility Leases	1,684,726	706,670	(978,056)	42%
Utilities	417,850	148,581	(269,269)	36%
Maintenance	185,900	121,575	(64,325)	65%
Office & General Supplies	54,325	16,464	(37,861)	30%
Advertising	180,000	62,790	(117,210)	35%
Professional Services	127,800	34,275	(93,525)	27%
Information Technology	703,000	308,613	(394,387)	44%
Library & Instructional Supplies	290,550	55,831	(234,719)	19%
Scholarships	604,475	445,593	(158,883)	74%
Travel	94,375	42,057	(52,318)	45%
Property & Liability Ins.	195,376	101,224	(94,151)	52%
Miscellaneous	187,625	134,324	(53,301)	72%
<b>Total Expenditures</b>	<b>\$ 15,970,453</b>	<b>\$ 6,729,579</b>	<b>\$ (9,240,875)</b>	<b>42%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (406,703)</b>	<b>\$ 2,995,487</b>	<b>\$ 3,402,191</b>	<b>-837%</b>
Non-Operating Activity	-	47,359	47,359	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (406,703)</b>	<b>\$ 3,042,846</b>	<b>\$ 3,449,550</b>	<b>-848%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**24-25 FEBRUARY OPERATING FORECAST**

SUBMITTED TO THE BOARD OF TRUSTEES

February 28, 2025

Presented by  
ERIK HARVEY  
Interim CFO

## 2024-25 February Forecast

For the year ending August 31, 2025

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	480	482	2	0%
Initiatives	120	104	(16)	-13%
Out of State	40	46	6	15%
<b>In/Out of State FTE</b>	<b>640</b>	<b>632</b>	<b>(8)</b>	<b>-1%</b>
Concurrent Enrollment	245	217	(28)	-11%
<b>Core Operating FTE</b>	<b>885</b>	<b>849</b>	<b>(36)</b>	<b>-4%</b>
Pell Prison Program	135	136	1	1%
<b>Total FTE</b>	<b>1,020</b>	<b>985</b>	<b>(35)</b>	<b>-3%</b>

Unrestricted Fund <i>(in thousands)</i>	Budget	Forecast	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 5,659	\$ 5,574	\$ (85)	-2%
Fees	1,149	1,135	(13)	-1%
Sponsor's Contribution	2,657	2,657	-	0%
Chargebacks to Other Counties	788	788	-	0%
State Aid	3,946	3,946	-	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	1,462	1,462	-	0%
Reserve for Bad Debt	(98)	(98)	-	0%
<b>Total Revenues</b>	<b>15,564</b>	<b>15,466</b>	<b>(98)</b>	<b>-1%</b>
<b>Expenditures</b>				
Salaries	7,603	7,566	(36)	0%
Payroll Taxes	551	549	(2)	0%
Medical	2,199	2,199	-	0%
Retirement	658	658	-	0%
Other	188	187	(1)	-1%
Equipment	45	45	-	0%
Facility Leases	1,685	1,685	-	0%
Utilities	418	418	-	0%
Maintenance	186	186	-	0%
Office & General Supplies	52	52	-	0%
Advertising	180	180	-	0%
Professional Services	128	128	-	0%
Information Technology	703	703	-	0%
Library & Instructional Supplies	152	152	-	0%
Scholarships	604	549	(55)	-9%
Travel	79	79	-	0%
Property & Liability Ins.	195	188	(8)	-4%
Miscellaneous	344	344	-	0%
<b>Total Expenditures</b>	<b>15,970</b>	<b>15,868</b>	<b>(103)</b>	<b>-1%</b>
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (407)</b>	<b>\$ (402)</b>	<b>\$ 5</b>	<b>1%</b>
Non-Operating	-	-	-	NA
<b>Total Fund Surplus (Deficit):</b>	<b>\$ (407)</b>	<b>\$ (402)</b>	<b>\$ 5</b>	<b>-1%</b>



**North Country Community College**  
**5-Year Financial Projection**

	Actual									Forecast	Projected				
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30
<b>AAFTE Students</b>															
In-State	773	694	711	655	575	577	493	460	494	482	494	495	490	490	485
Initiatives	-	-	-	-	-	-	-	21	71	104	106	108	108	108	108
Out-of-State	57	52	46	44	73	31	39	46	40	46	45	45	45	45	45
<b>Subtotal In/Out-of-State</b>	<b>830</b>	<b>746</b>	<b>757</b>	<b>699</b>	<b>649</b>	<b>609</b>	<b>533</b>	<b>527</b>	<b>605</b>	<b>632</b>	<b>645</b>	<b>648</b>	<b>643</b>	<b>643</b>	<b>638</b>
Bridge	214	248	257	255	250	234	240	239	248	217	230	214	208	218	213
<b>Subtotal Core Operating</b>	<b>1,044</b>	<b>994</b>	<b>1,014</b>	<b>954</b>	<b>898</b>	<b>843</b>	<b>772</b>	<b>766</b>	<b>853</b>	<b>849</b>	<b>875</b>	<b>861</b>	<b>851</b>	<b>861</b>	<b>851</b>
Pell Program	-	96	173	151	146	133	104	138	130	136	135	135	135	135	135
<b>Total</b>	<b>1,044</b>	<b>1,090</b>	<b>1,187</b>	<b>1,105</b>	<b>1,044</b>	<b>976</b>	<b>876</b>	<b>904</b>	<b>982</b>	<b>985</b>	<b>1,010</b>	<b>996</b>	<b>986</b>	<b>996</b>	<b>986</b>
<i>in thousands</i>															
<b>Unrestricted Fund</b>															
<b>Revenue</b>															
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,726	\$ 6,180	\$ 6,612	\$ 6,779	\$ 6,845	\$ 6,883	\$ 6,992	\$ 7,030
State Aids	3,877	3,728	3,897	4,245	4,138	3,846	4,076	4,005	3,940	3,946	3,946	3,946	3,946	3,946	3,946
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,385	3,443	3,445	3,482	3,482	3,482	3,482	3,482
HEERF Revenue Loss Claims	-	-	-	-	-	552	1,556	509	-	-	-	-	-	-	-
Contributions Other Income	983	1,067	1,076	1,153	1,090	1,229	1,085	1,273	1,725	1,462	1,879	1,889	1,924	1,934	1,971
<b>Total Revenues</b>	<b>13,367</b>	<b>14,043</b>	<b>14,536</b>	<b>14,500</b>	<b>14,784</b>	<b>15,165</b>	<b>15,137</b>	<b>14,898</b>	<b>15,288</b>	<b>15,466</b>	<b>16,087</b>	<b>16,162</b>	<b>16,235</b>	<b>16,356</b>	<b>16,429</b>
<b>Expense</b>															
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,393	7,354	7,566	7,793	7,989	8,190	8,398	8,612
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,371	3,496	3,593	3,701	3,809	3,921	4,036	4,154
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,525	4,478	4,708	4,761	4,888	4,990	5,067	5,144
<b>Total Expenses</b>	<b>12,422</b>	<b>13,040</b>	<b>14,279</b>	<b>14,870</b>	<b>14,916</b>	<b>13,747</b>	<b>14,516</b>	<b>15,289</b>	<b>15,328</b>	<b>15,868</b>	<b>16,255</b>	<b>16,686</b>	<b>17,102</b>	<b>17,500</b>	<b>17,910</b>
<b>Operating Surplus (Deficit)</b>	<b>945</b>	<b>1,003</b>	<b>257</b>	<b>(370)</b>	<b>(133)</b>	<b>1,419</b>	<b>621</b>	<b>(391)</b>	<b>(40)</b>	<b>(402)</b>	<b>(168)</b>	<b>(524)</b>	<b>(867)</b>	<b>(1,145)</b>	<b>(1,481)</b>
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	(196)	(282)	-	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ 861</b>	<b>\$ 959</b>	<b>\$ (79)</b>	<b>\$ (363)</b>	<b>\$ (336)</b>	<b>\$ 1,318</b>	<b>\$ 569</b>	<b>\$ (587)</b>	<b>\$ (322)</b>	<b>\$ (402)</b>	<b>\$ (168)</b>	<b>\$ (524)</b>	<b>\$ (867)</b>	<b>\$ (1,145)</b>	<b>\$ (1,481)</b>
<b>Fund Balance Beginning 9/1</b>	<b>\$ 3,242</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 6,170</b>	<b>\$ 5,583</b>	<b>\$ 5,261</b>	<b>\$ 4,859</b>	<b>\$ 4,691</b>	<b>\$ 4,167</b>	<b>\$ 3,300</b>	<b>\$ 2,156</b>
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(587)	(322)	(402)	(168)	(524)	(867)	(1,145)	(1,481)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 6,170</b>	<b>\$ 5,583</b>	<b>\$ 5,261</b>	<b>\$ 4,859</b>	<b>\$ 4,691</b>	<b>\$ 4,167</b>	<b>\$ 3,300</b>	<b>\$ 2,156</b>	<b>\$ 675</b>
<b>Fund Balance NOC %</b>	<b>33.0%</b>	<b>38.8%</b>	<b>34.9%</b>	<b>31.1%</b>	<b>28.7%</b>	<b>40.7%</b>	<b>42.5%</b>	<b>36.5%</b>	<b>34.3%</b>	<b>30.6%</b>	<b>28.9%</b>	<b>25.0%</b>	<b>19.3%</b>	<b>12.3%</b>	<b>3.8%</b>

COVID-19 Pandemic

**Assumptions:**

FTE's	In State 2024-25 includes Spring enrollment and considers SUNY enrollment projection trends for 2025-30. Initiatives are assumed to be In State students and replace declined In State enrollment. Out-of-State gets back up to the average pre-pandemic levels in 2025-30. Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2025-30. The Second Chance Pell prison program is assumed to climb back to 15 AAFTE less than average pre-pandemic levels in 2025-30.
Tuition	Maintained same tuition rate level 2020-23. Assumes 2% Increase year over year 2024-30. (Every 1% increase = \$35K revenue).
Fees	Assumes same rates as 2020-21, proportionate to AAFTEs.
County Aid	County operating aid increased by \$200K in 2023-24 and an additional 3% or \$77.4K in 2024-25.
State Aid	Base aid assumes the 100% floor rule 2022-30. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. North Country assumes the 100% Floor with no future increases. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation.
Salaries	\$190K (3%) increase per year for contractual labor increases.
Benefits	3% increase per year, primarily for Health Insurance.
Non-Personnel	1.5% increase per year to cover rent rate escalations and rising technology costs.
Prison Program	The experiment is now moving to the formal Prison Education Program. NYS Governor also approved TAP for incarcerated students.
Donations	Included above and starting in July 2025, the NCCC Foundation bonds will mature and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.
New Enrollment	Restricted funds through grants, additional state aid, and NCCC Foundation fundraising are available to invest in generating additional enrollment. They include 1) SUNY High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for the "6 on us" promotion, Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin, and Essex Counties to assist students in certain programs like chemical dependency.
Thesis Elements Software	The Thesis Elements student information system (SIS) will upgrade/replace the CAMS SIS currently used. New subscription costs will be \$160,000/year + ~3% annual escalation. Current CAMS software cost is \$53K. Some software that manages virtual hardware will not be needed once the new environment is live and hosted by Thesis. The net annual increase in cost for the new SIS will be ~\$100K. The capital implementation and years 1-2 operating costs are to be funded by a SUNY transformational grant. Year 3 and beyond fall on the college.





# Student Affairs

## January 2025 BOT Report

### Athletics:

- Men's and women's basketball teams have been back on campus since January 8<sup>th</sup>. With a current record of 10-6, our men's team is competing for a home game in the regional playoffs. Next home games are scheduled for Sunday, February 2<sup>nd</sup> when our Saints women square off against SUNY Broome at 1pm followed by the men at 3pm.
- Two women soccer players were granted the highest collegiate level honor, the NJCAA All-American award. Ella Rejiba received 1<sup>st</sup> team and Hannah Gaddor 2<sup>nd</sup> Team. NCCC has not had a student receive this honor in women's soccer since 1993. <https://nccc.prestosports.com/sports/wsoc/2024-25/releases/20241216okgk40>
- Athletic recruiting for Fall 2025 has been going quite well, especially with the success of our women's soccer team this past fall. In December athletics reported having close to 130 student athlete applications.
- The Athletic Hall of Fame Committee has been busy planning a jam-packed weekend in September 2025. Our first class was inducted in 2017, and we plan to induct a new class every five years. Below is the schedule for the induction weekend:
  - Friday, 9/12: Induction Ceremony Saranac Lake Town Hall
  - Saturday, 9/13: Men's and Women's Games/Barbecue
    - Saturday Night, 9/13: Receptions at Mtn. Pisgah
    - Sunday, 9/14: Alumni Soccer and Basketball Games
- As of January 24<sup>th</sup>, Athletics Facility Manager, Jerrad Dumont registered over 100 youngsters for spring swim lessons.
- The Craft Fair held in Sparks back in November was a huge success with over 800 people in attendance and more than half of the vendors already reserved tables for next year's event.

### Student Life:

In collaboration with Academic Affairs, Student Affairs has hosted four virtual New Student Orientation sessions (two evening and two midday) with close to 40 students attending.

Kathy Goodrow, Office Assistant, reports processing 284 students' health and immunization records in the Fall 2024 semester. For Spring 2025, 26 new students have been processed with just under 20 students left to submit their health records required by NYS Department of Health for any student enrolled in six or more on-campus credits.

In Collaboration with Residential Life, Student Affairs is developing a comprehensive communication plan for both current and incoming residential students. In addition, we provided training for four new residential life staff members beginning work this spring. The training topics included our Code of Conduct, Title IX, and Title VI policies; conflict resolution, fire and campus safety, mental health/wellness resources; incident report writing, as well as utilizing diversity, equity and inclusive concepts to help build an engaged community of students who feel like they belong.

In collaboration with Human Resources, Student Affairs has been working on updating and/or developing the following college policies: Stop Campus Hazing Act, Tobacco Use on Campus, Tabling/Utilizing campus space and College ID process/policy.

In collaboration with Enrollment Management, Student Affairs has been involved in planning high school visit days on the Malone and Saranac Lake campuses, participating in the Student Preparedness Ad-Hoc Committee (SPAC), and collecting First Generation student data.

Respectfully submitted,

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