

Board of Trustees Meeting Agenda

11:00 a.m. | June 27th, 2024

- I. Call to Order
- II. Approval April 26th, 2024 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Resolution | AS Environmental Science Proposed Update
 - Resolution | AS Sports & Events Management Proposed Update
 - Resolution | Appointment: Nursing Instructor
 - Vice President for Marketing & Enrollment Management
 - Interim Chief Financial Officer
 - April 2024 Financial
 - 2024-2025 Proposed Budget
 - President
 - Resolution | 2020-2023 Strategic Plan Update
 - Resolution | Faculty & Staff Continuing Appointments
 - Resolution(s) | Faculty & Staff Temporary Appointments
 - Resolution(s) | Faculty & Staff Promotions
- V. Representative Reports
 - NCCC Association
 - NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment*
- IX. Executive Session
- X. Adjourn

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

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



Board of Trustees Meeting Minutes
Friday, April 26th, 2023 | 11:00am

Board Members Present: Pete Suttmeier, Todd LaPage, Donna Wadsworth, Linda Beers, Mary Irene Lee, Dan Kelleher, Seth McGowan, and Abby Martelle

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Erik Harvey, Kyle Johnston, Erin Walkow, Sarah Maroun, Chris Knight, Lee Susice, Allison Warner. Members of the College community joined as well.

Board Chair, Pete Suttmeier called the meeting to order at 10:58 a.m. after quorum was met.

Minutes

Todd LaPage made the motion to accept the February 23rd, 2024, meeting minutes. Mary Irene Lee seconded the motion. The February 23rd, 2024, meeting minutes were unanimously (7-0-0).

College Senate Chair | Allison Warner:

- Extended thanks to members Linda Beers and Dan Kelleher for attending the recent meetings.
- Shared Artificial Intelligence (AI) is increasing in prevalence in higher education. A committee is reviewing AI tools that can be used in the future.
- Expressed appreciation for Erik Harvey's transparent approach to presenting the proposed budget.
- Allison expanded on a previous conversation centering around supporting the needs of IT in relation to improving access to online platforms. She noted Joe created an internal department IT Steering Committee and will soon initiate an IT Advisory Board that will extend outside the department. She voiced that members of the Senate appreciate the hard work that the IT Team does to support the college community.

NCCCAP President | Lee Susice:

- Annual employee evaluations are underway for members of NCCCAP. They look forward to seeing the outcome.
- Promotion reviews are underway and are anticipating a positive report soon.
- NCCCAP and the Administration are finalizing the Remote Work Policy. They are projecting it to be shared at the May meeting.

CSEA President | Dianna Trummer:

- No report

Board Chair Report | Pete Suttmeier:

- Reminded members of the board that there will be a tour of the nursing and science labs following this meeting.

Interim Vice President for Academic Affairs | Sarah Maroun:

- Report stands as it was written.
- Shared details about the upcoming events; Nurses Pinning for each campus, Student Awards and Commencement Ceremony.
- The Board shared appreciation for Sarah's reports as they are written.
- The Board discussed the future of the College Bridge Program regarding demographic changes across the North Country. Specifically, as K-12 enrollments decrease, there is anticipated to be a corresponding decrease in College Bridge enrollment.

Board moved to approve the following resolutions:

Seth McGowan made a motion to the floor that the North Country Community College Board of Trustees hereby approve NCCC to submit a request to *change the name of the Community Resident Aide Certificate to the Direct Support Professional Certificate* SUNY and NYSED. Mary Irene Lee seconded the motion. The motion was unanimously approved (7-0-0).

Seth McGowan made a motion to the floor that the North Country Community College Board of Trustees hereby *approve NCCC to submit a request for distance learning approval for the Direct Support Professional Certificate* to SUNY and NYSED. Mary Irene Lee seconded the motion. The motion was unanimously approved (7-0-0).

*Dan Kelleher joined the meeting at 11:13 a.m. resulting in all board members in attendance.

- Members of the board discussed the benefits of adding micro-credentials to college offerings. There was a brief discussion of potentially adding a Teacher Aid program. Linda Beers added to the conversation by explaining the need for the formal education of Teacher Aid's in the college's sponsoring counties. Sarah shared the need was also addressed at the recent Human Services Board meeting and is being explored.
- Members of the board discussed revenue for each of the micro-credential levels, currently funded under College Bridge

Vice President for Marketing and Enrollment Management | Kyle Johnston:

- Recent on campus events such as the Dual Admissions program signing with SUNY Plattsburgh have been good exposure for the College.
- The Healthcare Symposium held on the Ticonderoga Campus was the first of its kind and was a huge success. In the future, this event will be replicated on other campuses.
- A Career Fair has been announced and will be held on the Ticonderoga campus soon.
- Dual Admissions signing with SUNY Plattsburgh occurred yesterday. It was attended by representatives of both colleges, and the press.
- Explore NCCC Day will be held next April 30th. The number of attendees expected is beyond expectation; to date the RSVP shows 170 students attending from 9 different high schools.
- There are 6 marketing campaigns active now with others in development which will be released soon.
- Kyle and Chris Knight shared with the board 2 of 10 animation videos that are now under circulation: *Applying for Financial Aid & Reviewing your FAFSA Submission*. These 10 visual how-to guides will assist students experiencing difficulties with certain processes when applying to college.
- Members of the board discussed the Plattsburgh partnership. Kyle shared they are already

working on enrollment for Fall 2024.

Interim CFO | Erik Harvey:

- Shared the proposed 2024-2025 Budget for consideration:
 - Highlighted touchpoints used in creating the draft budget with an anticipated uptick in enrollment for Fall 2024.
 - Estimates for the FTE count is 995, showing an 8% increase from the previous year.
 - New program offerings are bringing these numbers up.
 - The current P-Tech program agreement is sunsetting. Next steps are being explored.
 - Proposed salary increases in 2024-2025: with collective bargaining unit agreements, Management Confidential will get their salary/benefits again; these have been frozen since the 2022-2023 budget year.
- Shared with the Board the next steps in the approval process once the members of the Board votes in favor to move forward with the budget proposal.
- Members of the board discussed Erik's report as it was written and presented. They highlighted the need to find a way to fund a way financially support for IT; Grants will be explored.

Board moved to approve the following resolutions:

Seth McGowan made a motion from the floor that the North Country Community College Board of Trustees hereby *approves of the February 2024 and March 2024 financials as they were presented in the packet*. Todd LaPage seconded the motion. The motion was unanimously approved (8-0-0).

- Currently there is unrest at colleges throughout the country with protests. Board member Seth McGowan asked if there is anything by way of disruption in our college community. Sarah Maroun shared that college staff are on alert, but there are no concerns at this time.

President | Joe Keegan:

- Voiced appreciation for the good work and support that the College staff provides their students and each other.
- Thanks to Seth McGowan for the presentation to the college community and beyond in early March 2024 on the eclipse.
- Extends thanks to the members of the Board for their unwavering support of the College, its students, and staff; in addition to their outreach to local officials for the advocacy of increasing operating aid.
- Thanks were extended to Senate Chair Allison Warner for her admirable work with the College Senate and championing the value of Shared Governance these past 2 years.
- Thanks were extended to NCCCAP President, Lee Susice and his team for work on two proposals: Phased Retirement and the Remote Work Policy.
- Thanks to Mary Irene for attending the admissions event with SUNY Plattsburgh.
- The 2023-2024 budget advocacy at the state level has moved forward; last week the budget was approved, and the floor was maintained.
- Reported the draft of the Strategic Plan is anticipated to be shared with the College Senate at their next meeting on May 10th.
- The Office for Civil Rights Review will continue in early May when our reviewer will be onsite to perform the walk-throughs and meet with individuals.

- Capital investment options are being explored for planned upgrades to the Sparks Athletics Facility. JMZ Architects are exploring potential costs and options. More information will be shared as it becomes available.
- As the Second Chance Pell award experiment closes, the College is moving towards the Prison Education Program (PEP).

NCCC Association | Robert Rathbun:

No report.

NCCC Foundation Director | Erin Walkow:

- The NCCC Foundation was not selected as a recipient for this year's *Leaf Fund Grant* through the Town of Elba. This application was for assistance with upgrades to the Sparks Athletics Building.
- The Foundation received \$20,000 from the Adirondack Foundation Generous Acts program. These funds will help with non-credit pathways and supporting student scholarships.
- Updates on the *Opportunity Scholarship*:
 - The Cloudsplitter Foundation renewed their support by gifting \$7,599.
 - An individual renewed their commitment of \$10,000 for next year.
 - For the 2024-2025 Academic Year, the foundation has raised \$45,000.
- Work continues with Kyle on sustaining and expanding on the *6-On-Us Scholarship Program*.
- The Scholarship Application will remain open until May 31st. To date, the Foundation has received 36 applications. There is approximately \$50,000 in award monies to grant.
- Briefly updated the Board on the June 4th Education Summit.

Old Business

None

New Business

- Student Trustee Abby Martell shared students are excited about the upcoming commencement ceremonies.

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:25 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 invited to attend the meeting at 12:25 p.m.

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Linda Beers seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 12:45 p.m.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary, NCCC Board of Trustees

Date: June 27, 2024

Resolution #: 2023-24 | Pending

Motion:

Seconded:

Action: Pending (x-x-x)

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



**Interim VPAA Report to the
Board of Trustees**

May 30, 2024

Please find the following report from the Academic Area.

Academic Planning, Programs and Policies:

Summer 2024:

Summer classes began on May 28th. The seven week session run from May 28-July 5th, second session: July 8th-August 16th, and the ten-week session runs from May 28th -August 2nd.

Fall 2024:

Fall 2024 registration is underway for continuing and new students. Enrollment trends look similar to the previous year at this time.

College Bridge Faculty Development Session:

On April 23rd from 3:00-4:30 we hosted a virtual gathering for College Bridge instructors in our liberal arts programs. Thanks to all who participated in that event. We look forward to hosting more of these gatherings in the future to continue to connect faculty at NCCC with our College Bridge faculty.

Student Photos:

We have a draft student photo and ID policy that will move through the policy committee. In the interim, we do have information on how to upload a photo and obtain a student ID on the New Student Orientation page as well as in the New Student Orientation course. We will continue to promote and encourage all students to upload a photo into our systems as part of the onboarding process.

Biotechnology Gathering:

On May 1st, we attended a gathering at Trudeau Institute that focused on opportunities to expand and enhance the biotechnology industry in the North Country. We heard from Trudeau, Bionique, and Ampersand with regard to their current needs and hopes for sustainability and expansion as a biotechnology hub in the region. This expands on the work that we began with ANCA, Trudeau and Bionique a few years ago with a grant opportunity to develop and deliver a non-credit curriculum for their workforce needs.

Dual Admission Agreement with SUNY Plattsburgh:

We had a signing ceremony on April 23rd for the revised dual admission agreement with SUNY Plattsburgh. As part of that initiative, we have a gathering scheduled on June 13th for faculty from NCCC and Plattsburgh to discuss program and course content for those programs where there are alignments. We will be sending out invitations to faculty for that event in the next few days.

Grant Application for Mother Cabrini Foundation:

Erin Walkow completed a letter of intent for a scholarship application to the Mother Cabrini Foundation, which is an organization focused on supporting healthcare programs in New York State. The application requested scholarship funding for nursing students as that aligned most closely with the organization's mission. We hope to be invited to apply for the grant.

Next Move NY:

As part of a Regional Economic Development Council grant, NCCC submitted an application for funding to support Fort Drum soldiers and their families who are in the process of transitioning out of their military service. The College's role would be to align their experiences and competencies with our current educational pathways and eventually help them connect to jobs in the region.

Scholarship Awards for Chemical Dependency Counseling:

We have been working with the NYS Office of Addiction Services and Supports (OASAS) to complete the requisite paperwork for the scholarship. Once the paperwork and approvals are complete, those scholarships will be available for incoming students for Fall 2024.

Non-Credit Offerings:

Pottery Classes: May 7th-June 13th.

UpNCoding Software Engineering Bootcamp: June 4th-August 22nd

Child Development Associate Certificate Training: May 21st-August 13th

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

- WHEREAS The regional demand for flexible program offerings, and
- WHEREAS input NCCC’s Enrollment Department, and SUNY indicate need and interest among traditional and non-traditional students to pursue hybrid and online options in education, and
- WHEREAS the Science faculty concur, and
- WHEREAS the Curriculum Committee and College Senate have given approval to add a hybrid learning modality (up to 70% online) for students pursuing an AS Environmental Science degree 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 approve a hybrid learning modality for the AS Environmental Science degree to SUNY and NYSED.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:
Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

CC approved: 4.1.2024
Senate approved: 4.12.2024
BOT approved:
Revised
VPAA:
Effective
Date:

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

- WHEREAS The regional demand for online program offerings, and
- WHEREAS input from regional employers, NCCC's Enrollment Department, and SUNY indicate need and interest among traditional and non-traditional students to pursue online options in education, and
- WHEREAS the Sports and Events Management and Business faculty concur, and
- WHEREAS the Curriculum Committee and College Senate have given approval to add a distance learning modality for students pursuing an AS Sports and Events Management degree 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 for distance learning approval for the AS Sports and Events Management degree to SUNY and NYSED.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:
Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

CC approved: 5.6.2024
Senate approved: 5.10.2024
BOT approved:
Revised
VPAA:
Effective
Date:

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Nursing Program Director recommends the temporary appointment of Mathew Fleming, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2024/25 academic year, at an annual salary of \$55,184,

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 Mathew Fleming, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2024/25 academic year, at an annual salary of \$55,184.

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.

Date: June 20, 2024
Resolution #: 2022-23 |

Motion to accept:

Seconded:

Action:

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



SARANAC LAKE . MALONE . TICONDEROGA

June 5, 2024

Mr. Mathew Fleming
14 Dewey Lane
Saranac Lake, NY 12983

Dear Mr. Fleming:

Pending approval by the North Country Community College Board of Trustees at their June 27, 2024, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for a one-year term during the 2024-2025 academic year. Faculty members are expected to report on August 19, 2024.

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 13 on Schedule C of the 2022-2025 CBA, which is an annualized base salary of \$55,184. Your per-diem rate based on 164 days is \$336.49.

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

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than June 30, 2024.

Sincerely,

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

Joe Keegan
President

cc: Personnel File / Payroll File

A horizontal line with a handwritten signature in black ink written over it.

Employee Signature

A handwritten date '6/9/24' written in black ink over a horizontal line.

Date

Mathew Fleming

• 14 Dewey Lane, Saranac Lake, New York 12983

• (518) 637-7603

• Mathew.J.Fleming@opwdd.ny.gov

EXPERIENCE

Director Nursing 1 (Developmental Disabilities)

October 2021– Current

Sunmount DDSO | Tupper Lake, New York 12986

- Provides oversight for nurses and medical services for Sunmount's campus and community programs.
- Directly supervises Sunmount's nursing supervisory personnel.
- Collaborates with senior management of the DDSO to optimize medical and nursing practices and processes.
- Oversees programs affecting nursing and medical practice for Sunmount's campus and community programs.
- Assists in the development and policies and procedures affecting nursing practice and healthcare services.
- Assists with the recruitment and selection of potential nursing and medical candidates.
- Acts as liaison between Sunmount and other healthcare facilities and nursing academic institutions in the region.
- Assists with hiring and interviewing advanced-practice healthcare providers.
- Oversees AED, PCREE, and Respiratory Protection Programs
- Ensures DDSO is compliant with federal and state regulations affecting nursing practices and medical processes.
- Collaborates with members of state and federal agencies responsible for regulating healthcare practices and processes.
- Assists in renewing and maintaining Class 3A Institutional Limited license.

Nurse Administrator 1

January 2021– October 2021

Sunmount DDSO | Tupper Lake, New York 12986

- Provided oversight for nurses and medical services on campus.
- Performed as a direct supervisor for nursing personnel.
- Assisted in the development and policies and procedures affecting nursing practice and healthcare services.
- Assisted in selecting new nurses for employment.
- Served as the primary coordinator for the AED, PCREE, and Respiratory Protection Programs

Instructor of Nursing (Adjunct)

December 2020 – Current

North Country Community College | Saranac Lake, New York 12983

- Performs as an adjunct instructor of nursing in the clinical setting.
- Evaluates student knowledge, skills, and performance in the clinical settings.
- Collaborates to nursing faculty to assist in improving program initiatives and course curricula.

Instructor of Nursing

January 2018 – December 2020

North Country Community College | Saranac Lake, New York 12983

- Performed as an academic advisor, including the development of course schedules, oversight of academic performance, coordination of educational resources, and other advisement activities deemed necessary.
- Collaborated with nursing faculty to develop and improve course curricula.

Registered Nurse (Per Diem)

September 2018 – Present

Adirondack Health | Saranac Lake, New York 12983

- Collaborates with members of the interdisciplinary team to coordinate the delivery of healthcare services.
- Experience providing patient care in many different inpatient units and settings.
- Provides education on new medications, diagnoses, and other medical content to patients and families.

Training Specialist 1 (Nursing)

November 2016 – September 2018

Sunmount DDSO | Tupper Lake, New York 12986

- Developed, coordinated, and delivered comprehensive workforce training programs.
- Presented AMAP, infection control, and OPWDD RN Orientation curriculums.
- Assisted in the development of facility specific AMAP trainings and procedures.
- Assisted in maintaining and organizing employee training records.
- Assisted in the development of DDSO nursing-specific policies and procedures.

Registered Nurse 1 and 2

July 2014 – November 2016

Sunmount DDSO | Tupper Lake, New York 12986

- Provided direct nursing care to individuals residing in Sunmount's campus residences.
- Performed nursing interventions.
- Assisted in the management of medical status changes and medical emergencies.
- Trained and certified unlicensed direct-care staff to perform medication administration and other nursing-related tasks.
- Provided clinical oversight over direct-care personnel certified to administer medications.
- Implemented and maintained DDSO infection control standards.
- Implemented DDSO policies and procedures affecting nursing practice.

SKILLS

- Experience in developing policies and procedures and implementing new initiatives.
- Knowledgeable about federal and state statutes and OPWDD regulations affecting nursing practice and clinical services.
- Experience as a supervisor of nursing personnel
- Experience collaborating with many different disciplines and levels of management to improve practices affecting healthcare services.
- Experience developing training modules for healthcare workers.
- Diversified nursing experience in several inpatient clinical settings

EDUCATION

Western Governors University Master of Science in Nursing Education	May 2022
State University of New York at Plattsburgh Bachelor of Science in Nursing	May 2016
North Country Community College Associate of Applied Science in Nursing	May 2014

Vice President of Marketing & Enrollment
Report to the Board of Trustees
Created May 23, 2024

Enrollment and Financial Aid Updates:



- **Major project updates:**
 - **SEM PLAN PROJECT:** This past month we received notice from SUNY that we were to be awarded \$20,000 for “Phase 2 SEM Plan Implementations.” Our first use of this new grant funding will be for a new version of a campaign that went quite well for us last year: Scholarships-4-Everyone. The scholarships have changed a bit for this year, and we have new ones to promote (mostly in the Human Services area) so this could not have come at a better time. Additionally, our MASH Camps are back again this year, and we will host cohorts of students on all three of our campuses in July!
 - **SLATE CRM (Customer Relationship Management):** No new updates.
 - **North Country Navigator:** We have now concluded our first year of the North Country Navigator program and we feel it was quite successful! Two weeks ago, we brought all of the mentors together to have a final meeting to unpack the year and get feedback on the work that was completed. Many ideas and thoughts for improvement were exchanged and we also brainstormed to create a list of data points that will need to be pulled together to fully assess the initiative. We will set up a meeting with the organization that helped to train all of our mentors at the end of June. We will then be able to start the planning for next year.
- **The Enrollment Team:** Application volume for the Fall semester continues to track ahead of previous years and the team has been working to convert as many of the students into registrants as possible. Two members of the team, Meredith and Rachel, have been busy registering the incoming students and those numbers are well ahead of last year. In effect, they’ve been able to get more students registered, sooner than past years – a good thing. Lastly, the “Explore NCCC Day” was quite successful bringing in over 160 high school age students from 9 area high schools. The day was very busy, and it had a great vibe. The planning committee and the faculty that helped with the sessions did exceptional work to make it a success! We’re already thinking about how we can do more of this type of event next year.
- **The Financial Aid Team:** About two weeks ago, we were able to start importing student ISIR information which is the first step in the financial aid awarding process. This past week Mary Ellen Chamberlain and Scott Harwood conducted their testing to make sure that everything was calculating properly as the process has changed greatly. As of today, everything appears to be working as it should so we have green-lighted processing and awarding to start on May 28th! This has been a long time coming and the improvements that they have made are very impressive! We’re in a much better position than before.

Marketing and Web Updates:

- Recent and currently running marketing campaigns include: Environmental Science and Wilderness Leadership, Software Engineering Bootcamp, Child Development Associate, and Summer Registration.
- Upcoming campaigns currently in development include: Business & Entrepreneurship Programs, Scholarships-4-Everyone, Gateway 2 Plattsburgh Dual Admissions, and a more generalized “Short-Term Offerings” campaign that’s also funded through the new SEM Phase II Grant.


- Our main animation and video projects are wrapping up for the year and we have started to tease them out to the general public. We will use shorter versions of three of the new program videos to create brand new streaming video service ads that'll replace what we currently have running on Disney+, HULU, and YouTube.

Spring 2024 UpNCoding Bootcamp Mockups

<p>NC North Country Community College Sponsored · 🌐</p> <p>Looking for a new career in the exciting world of software engineering? Get started with North Country's full-stack training partnership with the industry professionals at UpNCoding. Five \$2,000 scholarships have now been made available and you only need to register to be eligible!</p>  <p>nccc.edu Scholarships Available! Get Started Today</p> <p>Learn more</p>	<p>NC North Country Community College Sponsored · 🌐</p> <p>The software engineering industry is growing rapidly! Don't miss out on the opportunity to register now for the North Country and UpNCoding software engineering bootcamp. The first five students that register will receive our new \$2,000 scholarship!</p>  <p>nccc.edu \$2,000 scholarships now available!</p> <p>Learn more</p>
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Scholarships 4 Everyone

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YOUR success is OUR business!

[Learn more](#)



MASH CAMP 2024

Learn about multiple careers in healthcare including educational and skill requirements and job duties from current healthcare professionals.

Participate in hands-on healthcare related activities.

Questions?

Contact Bryn Donovan, Program Manager:
bryn@nahecnet.org



Dates and Locations:

**Clinton Community College,
Plattsburgh, NY**

June 26th, 8 am - 4 pm
June 27th, 8 am - 12 pm

**North Country Community College,
Malone, NY**

July 9th, 8 am-4 pm
July 10th, 8 am-12 pm

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

July 16th, 8 am - 4 pm
July 17th, 8 am- 12 pm

**Clarkson University, Lewis School of Health Science,
Potsdam, NY**

August 8th,
8 am - 4 pm

Apply [Here](#)
by June 13th



Our 2024 MASH Camp Sponsors



**Mother Cabrini
HEALTH FOUNDATION™**

Proudly supported in part by Adirondack Health Institute by a grant from the Mother Cabrini Health Foundation





Applications due by
Friday,
July 5, 2024

MASH CAMP JULY 2024

Learn about multiple careers in healthcare including educational and skill requirements and job duties from current healthcare professionals.

Participate in many hands-on healthcare related activities.



Dates and Locations:

Tuesday, July 16, 2024
Albany College of Pharmacy and
Health Sciences
Albany, NY

Tuesday, July 23, 2024
Fulton Montgomery Community
College
Johnstown, NY

Friday, July 19, 2024
Glens Falls Hospital
Glens Falls, NY

Thursday, July 25, 2024
North Country Community College
Ticonderoga Campus,
Ticonderoga, NY

MASH Camp applications and additional details can be found on our website: www.hmahec.org

Questions? Contact Adrienne Cross, Pipeline Coordinator:
518.867.8831 or across@hmahec.org

Our 2024 MASH Camp Sponsors



Made possible in part by a Lend-A-Hand
Grant from the Adirondack Trust
Community Fund



Proudly supported in part by Adirondack Health Institute by a grant from the
Mother Cabrini Health Foundation



**North Country Community College
Interim CFO's Report to the Board of Trustees
June 27, 2024**

Greetings,

As always, I hope this report finds you well. In this month's report **I am seeking your approval of 1) the financial statements for the month ending April 30, 2024, 2) the financial statements for the month ending May 31, 2024, and 3) the college's fiscal 2024-25 Operating and Capital Budget.** I am also sharing an updated 5-year financial projection including the latest 23-24 forecast and 24-25 budget.

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

- The \$1.7 million 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 \$1.3 million increase 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, and the offset is the cash decrease as monies the college seeks reimbursement for are held in this receivable until reimbursement occurs.
- The \$238K increase in Payroll and Benefit Liabilities is primarily related to the May Health Insurance Premium being paid a month earlier last year and it was not paid until May in 2023-24.
- The \$175K decrease in Due to the Association is related to a conscious effort by the college to transfer the Association receipts sooner in Spring '24 to alleviate cash flow challenges the Association was experiencing.

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

- The \$2.5 million 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 \$444K increase in Accounts Receivable Students relates to summer session billings that were able to be processed in May this year vs. July last year.
- The \$1.6 million increase 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, and the offset is the cash decrease as monies the college seeks reimbursement for are held in this receivable until reimbursement occurs.
- The \$506K increase in Due from Governments is related to outstanding reimbursements from DASNY related to the construction closeouts.

2023-24 Forecast

- Enrollment full year projection with prelim SU24 included.

Notes

- Initiatives are projected to exceed budget with the Early Childhood Education pathway, ADN program expansion, EMT program, Healthcare Administration track, and the Direct Support Professionals micro credential leading the way.
- In state enrollment before initiatives is projected to grow by 8%, breaking a decade long trend of declining in state enrollment.
- Summer 24 exceeded expectations and prior year due to generally higher demand than usual, the ADN program expansion, and the Direct Support Professionals micro credential.
- The Second Chance Pell prison program performed below expectations due to challenges in gaining access to students which is an unpredictable and inherent risk to the revenue stream of this program.

Comparisons

- Total AAFTE of 977 is 73 or 8% more than prior year and 26 or 3% more than budget.
- In state (including initiatives) AAFTE of 562 is 81 or 17% more than prior year and 60 or 12% more than budget.
- Out of state AAFTE of 39 is 6 or 14% less than prior year and 11 or 21% less than budget.
- Total In/Out AAFTE of 601 is 74 or 14% more than prior year and 50 or 9% more than budget.
- Bridge AAFTE of 243 is 3 or 1% more than prior year but 7 or 3% less than budget.
- 2nd Chance Pell AAFTE of 134 is 5 or 3% less than prior year and 16 or 11% less than budget.

- Revenue full year projection - \$683K or 5% better than budget

Better than Budget

- \$629K – In State tuition increase due to 12% projected more enrollment vs. budget. Also included are non-credit revenues for EMT/AEMT and Up and Coding offerings that exceeded budget by \$110K.
- \$163K – Contributions and Other Income are better due to Insurance Recoveries for flooding claims in the Saranac Lake Mulholland building, and higher than expected Interest Income from leveraging the money market interest rates on checking account funds.
- \$53K – College and Course Fees are better than budget due to 9% projected more in and out of state enrollment vs. budget.
- \$17K – Chargebacks to other counties for 2nd Chance Pell were \$125K better vs. budget. 22-23 was the first year the college billed out for incarcerated students and the actual experience exceeded what was conservatively budgeted for 23-24. This is offset by normal operating chargebacks to other counties being less than budget by \$108K. The normal chargeback variance is being analyzed further.
- \$15K – Concurrent Enrollment (Bridge) revenue more than budget. This variance is being analyzed further.

Worse than Budget

- \$111K – Out of State tuition reduction due to 21% projected less enrollment vs. budget.
- \$80K – 2nd Chance Pell revenue reduction due to 11% projected less enrollment vs. budget.

- Expense full year projection – \$414K or 3% worse than budget

Better than Budget

- \$109K - Utilities expenses are better than budget, because of less volume consumed due to the warmer winter climate this year and some modest unit price reductions.
- \$17K – Library and Instructional Supplies are better than budget largely due to a reduction in the Electronic Reference library cost.
- \$6K - Medical premiums are better than budget due to employee election changes, Staff Tuition waivers were less than anticipated, but retirement increases offset some of these savings.

- \$5K – Miscellaneous expenses are slightly better than budget due to less supplies needed in the 2nd Chance Pell prison program due to lower than expected enrollment.

Worse than Budget

- \$236K - Salaries and Payroll Taxes are more than budget primarily due to a budgeted savings in Adjunct and Overload salaries that did not come to fruition and the need for more Adjunct, Overload, and Part Time staffing to support increased enrollment and fill in for open positions in Nursing. This increase of \$330K is offset some by \$108K in regular salary savings for positions that were open waiting to be backfilled in Nursing, Facilities, and Student Life, as well as Enrollment Department savings for an employee retirement.
 - \$139K – Information Technology is worse than budget due to unexpected software licensing and maintenance escalations as well as all the new hardware maintenance costs coming online after the COVID era networking and computing upgrades. These upgrades were a complete overhaul of the phone, safety, and networking systems at all locations. The last of the staff desktop upgrade project and non-capital technology equipment purchases to support the new environment are included as well.
 - \$67K – Building Maintenance is worse than budget due to water damage in Claremont Hall for which insurance would not cover. There were other smaller needs during the construction project as well.
 - \$41K – Equipment is worse than budget due to the college raising the threshold for capital expenses, thus items under \$5K are now considered equipment in operating expenses and not capital purchases that get transferred to the plant fund.
 - \$26K – Travel is worse than budget as the college gets back to moving between campuses more in line with pre-pandemic habits.
 - \$19K – Institutional Scholarships are better than budget by \$47K due to the PTECH program sunsetting. This savings was offset by concurrent enrollment (bridge) scholarships that are \$66K worse than budget due to a flaw in the budget model projecting an increase in course rate from \$60/course to \$75/course.
 - \$11K – Property and Liability Insurance is worse than budget, primarily due to an unexpected 10% increase in premium for property revaluations and deductibles for claims made by the college.
 - \$8K – Office and General Supplies are running slightly worse than budget due to postage costs.
 - \$6K – Professional Services are running slightly worse than budget due to EMT/AEMT trainers that were unknown when the budget was approved.
- The college is operating 23-24 at a \$222K deficit and the fund balance is projected to finish August 31, 2024, at \$5.4 million or 35% of 23-24 net operating costs.

2024-25 Budget *(for review and approval)*

- Enrollment full year projection
 - Total AAFTE of 1,020 is projected to be 43 or 4% more than prior year.
 - In state (including initiatives) AAFTE of 600 is projected to be 39 or 7% more than prior year.
 - Out of state AAFTE of 40 is projected to be 1 or 2% more than prior year.
 - Total In/Out AAFTE of 640 is projected to be 39 or 7% more than prior year.
 - Bridge AAFTE of 245 is projected to be 2 or 1% more than prior year.
 - 2nd Chance Pell AAFTE of 135 is projected to be 1 or 1% more than prior year.
- Revenue full year projection - \$338K or 2% better than prior year

Better than Prior Year

 - \$231K –Tuition increases due to a 7% increase of in and out of state enrollments, modest increases in Bridge and Second Chance Pell enrollments, and a 2% tuition rate increase.

- \$91K – College and Course Fees increase due to 7% projected more in and out of state enrollment.
- \$9K – Contributions to the College increase as the Foundation bonds mature in June 2025. July and August savings of \$85K are assumed to be donated to the college. The increase also includes \$33K in excess rent payments due to the annual 2% campus lease payment increase. These increases in revenue vs. prior year are offset by insurance recoveries in the prior year that were one time and won't happen again in 24-25.
- \$6K – NYS Rental Aid increase for the increase in the college's campus lease agreements with the Foundation.
- Expense full year projection – \$600K or 4% worse than prior year
 - Better than Prior Year*
 - \$70K – Building Maintenance due to not having one-time expenses incurred in 23-24 for water damage in Claremont Hall that insurance would not cover. The college has also made significant upgrades to the facilities with plans for more upgrades soon, which has reduced the need for so much repair work.
 - \$18K – Equipment expense is better as staff desktop computing equipment has all been upgraded now eliminating the need for replacement purchases at this time.
 - \$4K – Professional Services are better than prior year due to the actuarial post-retirement revaluation only being needed every two years.
 - Worse than Prior Year*
 - \$333K – Salaries due to contractual raises, 24-25 planned backfilling of positions not being on staff full year in 23-24, and Management Confidential staff not taking 23-24 raises for which they are in 24-25.
 - \$131K – Fringe benefits due to an anticipated 5% increase in medical premiums, a 1% increase in retirement costs, and payroll taxes related to the increase in salaries.
 - \$60K – Information Technology increases due to escalations in software licensing, the Slate CRM subscription costs increasing due to a higher application processing volume, and a provision for consulting monies that will allow the IT team to leverage vendor resources more than they have traditionally to accelerate issue resolution.
 - \$61K – Utility costs as they are assumed to be more in line with 21-22 and 22-23 as opposed to 23-24 where the college is projected to save \$60K due to a mild winter.
 - \$33K – Facility Rental due to an annual increase of 2% related to the campus leases with the NCCC Foundation. You can see this coming back to the college in contributions revenue.
 - \$28K – Library and Instructional Supplies increases as we see this trending back upward post COVID. Some budget coordinators can see greater need and requested the college provision more in 24-25.
 - \$21K – Property and Liability Insurance increases due to the college's claims experience rate increasing over the past 3-5 years for litigation and auto accidents. Cyber insurance premiums are also increasing as the risk in this area continues to increase.
 - \$10K – Non-instructional travel increases requested for conferences and increased travel between campuses.
- The college projects to operate 24-25 at a \$484K deficit and the fund balance is projected to finish August 31, 2025, at \$4.9 million or 31% of 24-25 net operating costs.
- Next Steps:
 - Seek NCCC Board of Trustee approval – June 27, 2024
 - Seek Counties approval – July
 - Submit to SUNY and NYS – August 14, 2024

2024-29 5-Year Projections

- **Baseline Assumptions**

- In State enrollment for 2024-25 assumes a 5% increase based on FA24 key indicators and considers SUNY enrollment projection trends for 2025-29.
- Out of State enrollment assumes 10 AAFTE less than the average pre-pandemic level in 2023-29.
- Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2025-29.
- The Second Chance Pell prison program is assumed to climb back to 10 AAFTE less than the average pre-pandemic level in 2027-29.
- The college froze the tuition rate in 2020-24. Assumes 2% Increase year over year 2024-29. (Every 1% increase = \$30K revenue).
- County operating aid increased by \$200K in 2023-24 and is assumed to remain at 2023-24 level in 2024-29.
- 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 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.

- **New Initiatives**

- Initiatives are assumed to be In-State students and replace declined In State enrollment.
- New initiatives are projected to yield \$3.1 million in revenue over the next five years 2024-29.

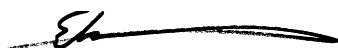
- **Expense Reductions**

- Currently the college has identified \$423K in savings per year or \$2.1 million over the next five years 2024-29. This is mostly attributed to staff attrition, and not backfilling vacated positions.

- **Fund Balance**

- On August 31, 2029, the fund balance is projected to be \$2 million or 11% of 28-29 Net Operating Costs.

Kind regards,



Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of April 30, 2024

SUBMITTED TO THE BOARD OF TRUSTEES

June 27, 2024

Presented by
ERIK HARVEY
Interim CFO

**North Country Community College
Balance Sheet
APRIL 30, 2024**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,107,719	\$ 5,851,115	\$ (1,743,397)
Accounts Receivable-Students	1,004,978	943,175	61,803
Due From NCCC Association	12,733	58,873	(46,139)
Due From NCCC Foundation (Contributions)	1,000,717	927,354	73,363
Due From Other Funds	1,706,937	366,323	1,340,614
Due From Governments (State & Fed Fin Aid)	435,883	474,154	(38,271)
Prepaid Expenses	6,062	113,374	(107,312)
Total Assets	\$ 8,275,029	\$ 8,734,367	\$ (459,338)
Liabilities			
Accounts Payable	\$ (3,103)	\$ 52,143	\$ (55,246)
Payroll & Benefits Liabilities	43,971	(194,308)	238,279
Due to NCCC Association (Room, Meals, Books)	2,085	176,774	(174,689)
Due to NCCC Foundation (Rent)	195,522	190,903	4,619
Due to Other Funds	60	80	(20)
Due to Retirement	200,171	226,174	(26,003)
Compensated Absences	288,738	276,895	11,843
Other Liabilities	325,088	315,643	9,445
Total Liabilities	\$ 1,052,533	\$ 1,044,303	\$ 8,230
Month End Equity	\$ 7,222,496	\$ 7,690,064	
Total Liabilities & Equity	\$ 8,275,029	\$ 8,734,367	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/23	\$ 5,582,811		
Estimated 23-24 Surplus (Deficit)	\$ (344,381)		
Projected Fund Balance as of 09/01/24 ¹	\$ 5,238,431		
Projected Fund Balance as a % of NOC	35%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$13,839,021.			

**North Country Community College
Revenues & Expenditures
APRIL 30, 2024**

	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,436,230	\$ 5,370,886	\$ (65,344)	99%
Sponsors' Contribution	2,580,000	1,695,000	(885,000)	66%
Chargebacks	822,700	727,547	(95,153)	88%
Out-of-State Tuition	396,000	267,630	(128,370)	68%
State Aid	3,939,811	2,974,444	(965,367)	75%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,290,809	1,022,732	(268,078)	79%
Total Revenues	\$ 14,465,550	\$ 12,058,239	\$ (2,407,311)	83%
Expenditures				
Salaries	\$ 7,048,865	\$ 4,772,294	\$ (2,276,571)	68%
Payroll Taxes	539,238	345,945	(193,293)	64%
Medical	2,151,103	1,420,449	(730,654)	66%
Retirement	660,770	443,734	(217,036)	67%
Other	105,518	111,781	6,263	106%
Equipment	22,000	50,096	28,096	228%
Facility Leases	1,651,476	1,104,163	(547,313)	67%
Utilities	465,750	277,902	(187,848)	60%
Maintenance	189,175	192,527	3,352	102%
Office & General Supplies	44,700	32,725	(11,975)	73%
Advertising	179,000	81,479	(97,521)	46%
Professional Services	126,150	84,459	(41,691)	67%
Information Technology	503,900	501,088	(2,812)	99%
Library & Instructional Supplies	299,100	84,728	(214,372)	28%
Scholarships	581,644	594,024	12,380	102%
Travel	55,000	47,741	(7,259)	87%
Property & Liability Ins.	164,007	134,717	(29,290)	82%
Miscellaneous	169,075	205,367	36,292	121%
Total Expenditures	\$ 14,956,472	\$ 10,485,220	\$ (4,471,252)	70%
Operating Surplus (Deficit)	\$ (490,922)	\$ 1,573,019	\$ 2,063,941	-420%
Non-Operating Activity	-	66,667	66,667	NA
Total Fund Surplus (Deficit)	\$ (490,922)	\$ 1,639,685	\$ 2,130,608	-434%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of May 31, 2024

SUBMITTED TO THE BOARD OF TRUSTEES

June 27, 2024

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet MAY 31, 2024			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 3,022,741	\$ 5,536,835	\$ (2,514,094)
Accounts Receivable-Students	1,201,366	757,807	443,559
Due From NCCC Association	27,043	25,343	1,700
Due From NCCC Foundation (Contributions)	1,048,542	1,021,186	27,356
Due From Other Funds	1,951,731	325,750	1,625,981
Due From Governments (State & Fed Fin Aid)	527,211	21,401	505,810
Prepaid Expenses	44,077	135,863	(91,787)
Total Assets	\$ 7,822,711	\$ 7,824,185	\$ (1,474)
Liabilities			
Accounts Payable	\$ (3,103)	\$ (5,251)	\$ 2,148
Payroll & Benefits Liabilities	(151,404)	(190,164)	38,760
Due to NCCC Association (Room, Meals, Books)	2,005	2,354	(349)
Due to NCCC Foundation (Rent)	294,217	283,687	10,530
Due to Other Funds	60	80	(20)
Due to Retirement	277,680	266,771	10,909
Compensated Absences	288,738	276,895	11,843
Other Liabilities	331,605	315,803	15,802
Total Liabilities	\$ 1,039,799	\$ 950,175	\$ 89,623
Month End Equity	\$ 6,782,913	\$ 6,874,009	
Total Liabilities & Equity	\$ 7,822,711	\$ 7,824,185	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/23	\$ 5,582,811		
Estimated 23-24 Surplus (Deficit)	\$ (221,552)		
Projected Fund Balance as of 09/01/24 ¹	\$ 5,361,259		
Projected Fund Balance as a % of NOC	36%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$13,839,021.			

North Country Community College Revenues & Expenditures MAY 31, 2024				
	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,436,230	\$ 5,786,046	\$ 349,816	106%
Sponsors' Contribution	2,580,000	1,910,000	(670,000)	74%
Chargebacks	822,700	727,980	(94,720)	88%
Out-of-State Tuition	396,000	283,800	(112,200)	72%
State Aid	3,939,811	2,974,444	(965,367)	75%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,290,809	1,134,854	(155,956)	88%
Total Revenues	\$ 14,465,550	\$ 12,817,123	\$ (1,648,426)	89%
Expenditures				
Salaries	\$ 7,048,865	\$ 5,616,974	\$ (1,431,891)	80%
Payroll Taxes	539,238	405,759	(133,479)	75%
Medical	2,151,103	1,592,308	(558,795)	74%
Retirement	660,770	520,808	(139,962)	79%
Other	105,518	133,735	28,217	127%
Equipment	22,000	54,299	32,299	247%
Facility Leases	1,651,476	1,232,425	(419,051)	75%
Utilities	465,750	293,759	(171,991)	63%
Maintenance	189,175	206,767	17,592	109%
Office & General Supplies	44,700	34,678	(10,022)	78%
Advertising	179,000	99,775	(79,225)	56%
Professional Services	126,150	119,737	(6,413)	95%
Information Technology	503,900	521,557	17,657	104%
Library & Instructional Supplies	299,100	99,006	(200,094)	33%
Scholarships	581,644	593,906	12,262	102%
Travel	55,000	58,398	3,398	106%
Property & Liability Ins.	164,007	174,792	10,785	107%
Miscellaneous	169,075	227,351	58,276	134%
Total Expenditures	\$ 14,956,472	\$ 11,986,034	\$ (2,970,438)	80%
Operating Surplus (Deficit)	\$ (490,922)	\$ 831,090	\$ 1,322,012	-269%
Non-Operating Activity	-	369,012	369,012	NA
Total Fund Surplus (Deficit)	\$ (490,922)	\$ 1,200,102	\$ 1,691,024	-344%



North Country Community College

Sponsored by Franklin and Essex Counties

23-24 JUNE OPERATING FORECAST

SUBMITTED TO THE BOARD OF TRUSTEES

June 27, 2024

Presented by
ERIK HARVEY
Interim CFO

2023-24 June Forecast
For the year ending August 31, 2024

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	423	480	56	13%
Initiatives	78	82	4	5%
Out of State	50	39	(11)	-21%
In/Out of State FTE	551	601	50	9%
Concurrent Enrollment	250	243	(7)	-3%
Core Operating FTE	801	844	42	5%
Pell Prison Program	150	134	(16)	-11%
Total FTE	951	977	26	3%

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 4,976	\$ 5,428	\$ 453	9%
Fees	1,004	1,057	53	5%
Sponsor's Contribution	2,580	2,580	-	0%
Chargebacks to Other Counties	823	840	17	2%
State Aid	3,940	3,940	-	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	1,291	1,453	163	13%
Reserve for Bad Debt	(148)	(150)	(2)	2%
Total Revenues	14,466	15,149	683	5%
Expenditures				
Salaries	7,049	7,270	221	3%
Payroll Taxes	511	526	15	3%
Medical	2,118	2,104	(14)	-1%
Retirement	641	653	12	2%
Other	187	183	(4)	-2%
Equipment	22	63	41	189%
Facility Leases	1,651	1,651	-	0%
Utilities	466	357	(109)	-23%
Maintenance	189	256	67	36%
Office & General Supplies	43	51	8	18%
Advertising	179	178	(1)	-1%
Professional Services	126	132	6	5%
Information Technology	504	643	139	28%
Library & Instructional Supplies	155	138	(17)	-11%
Scholarships	582	600	19	3%
Travel	45	71	26	58%
Property & Liability Ins.	164	175	11	7%
Miscellaneous	325	319	(5)	-2%
Total Expenditures	14,956	15,370	414	3%
Unrestricted Fund Surplus / (Deficit)	\$ (491)	\$ (222)	\$ 269	55%
Non-Operating	-	-	-	NA
Total Fund Surplus (Deficit):	\$ (491)	\$ (222)	\$ 269	-55%



North Country Community College

Sponsored by Franklin and Essex Counties

24-25 BUDGET EXECUTIVE SUMMARY

24-25 OPERATING BUDGET

24-25 CAPITAL BUDGET

NOTATIONS

SUBMITTED TO THE BOARD OF TRUSTEES

June 27, 2024

Presented by
ERIK HARVEY
Interim CFO

2024-25 BUDGET EXECUTIVE SUMMARY

North Country Community College presents a \$15,970,453 budget to support operations and a \$300,000 capital budget for the 24-25 academic year.

Total enrollment is assumed to be 1,020 AAFTE, which is 43 or 4% more than 23-24. Core enrollment makes up 885 AAFTE with the Second Chance Pell prison program adding another 135 AAFTE.

NCCC is anticipating In and Out of state enrollment of 640 AAFTE to be 39 or 7% more than 23-24. The first assumption is that out of state enrollment will be flat compared to the previous year. The second assumption is an increase of in state enrollment before initiatives by 5% Fall 24 vs. Fall 23. Lastly, conservative assumptions around continued expansion are layered on top. The expansion is related to several initiatives with the following leading the way, 1) the Nursing program expansion that started in January 2024, 2) the AA Liberal Arts – Early Childhood Education pathway, 3) the workforce development grant funded investments coming online, 4) the PN/ADN program back to pre-pandemic levels, and 5) the Direct Support Professionals micro credential. The Fall 24 semester is still 9+ weeks away. The college is registering students more efficiently by design and is throwing off comparisons to gauge where registrations are relative to prior year. Confirmed applications with intent to enroll for Fall 24 are up by 2% vs. Fall 23. At this same point in time last year Fall 23 applications were flat compared to Fall 22 and Fall 23 ended with a 4% increase in in-state enrollment before new initiatives. The delay in financial aid processing due to government-imposed changes to the FASFA process has been mitigated by the Financial Aid and Information Technology teams' ability to quickly pivot and adopt the required functional and system level changes. At this point, North Country has pulled ahead of prior year financial aid awarding and believe this will have a positive impact on students making their final decisions to attend. Lastly, the College Bridge and Second Chance Pell prison programs are assumed to be just slightly better than the previous year. The college will have a much better indication of fall performance at the end of July.

There are several pockets of restricted funds from grants, additional state aid, and NCCC Foundation fundraising that are available to invest in generating additional enrollment. These funds should help in attaining the projected 7% increase in 24-25 in and out of state enrollment, particularly around workforce development. The funds 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 24-25 budget reflects a \$338K or 2% revenue increase and a \$600K or 4% increase in spending over the 23-24 forecast thus generating a neutral budget after transferring \$484K from the unrestricted fund balance.

The increase in revenue vs. 23-24 is primarily related to Tuition and Fees due to a projected 7% increase in in and out of state enrollments, slight increases in Bridge and Second Chance Pell enrollments, and a 2% tuition rate increase. For the first time in 4 years, the college approved a tuition rate increase.

The college is still operating under caution. Although most of the pandemic related uncertainty has alleviated, sentiment towards higher education remains low and creates a barrier to enrollment rebound.

The budget continues to assume very little discretionary spending. It does include contractual raises and reinstates raises for management confidential staff that elected to not take them in 23-24. Staff departures due to attrition are not being backfilled; where backfills are occurring, the administrative team is analyzing the need carefully and related cost reduction actions are being explored. The college budget continues to run at a deficit but has avoided an institution wide reduction in force or cutting of NCCC's biggest asset, its people. Provisions have been made in the budget for 1) rising health insurance premiums, 2) technology costs as North Country continues to invest in technology to increase processing efficiencies and better serve its students and employees, and 3) energy costs that decreased in 23-24 due to a mild winter were restored in the 24-25 budget.

The unrestricted fund balance is projected to end August 31, 2025, at \$4.9 million, or 31% of total unrestricted net operating costs (NOC). For perspective, SUNY recommends a fund balance NOC of 15%, which the college stakeholders all feel is too low of a threshold. North Country, like many other community colleges, used its fund balance to preserve and/or enhance its intellectual property and people during the pandemic, and continues to while it transforms and adapts in delivering on its mission for the counties and its citizens.

2024-25 BUDGET
24-25 OPERATING BUDGET

	2024-25 Budget	2023-24 Forecast	2023-24 Budget	24-25 More (Less) vs. 23-24 Forecast	
REVENUES					
Tuition - In-State	\$ 4,610,223	\$ 4,423,746	\$ 3,876,870	\$ 186,477	4%
Tuition - Out-of-State	323,520	284,665	396,000	38,855	14%
Tuition - Concurrent Enrollment	575,750	569,875	555,000	5,875	1%
College and Course Fees	1,148,506	1,057,369	1,004,360	91,137	9%
Sponsors' Contribution	2,580,000	2,580,000	2,580,000	-	0%
Chargebacks	840,000	840,000	822,700	-	0%
State Aid	3,946,250	3,939,811	3,939,811	6,439	0%
HEERF Revenue Loss Claims	-	-	-	-	0%
Contributions & Other Income	1,462,101	1,453,309	1,290,809	8,792	1%
Total Revenues	15,486,350	15,148,774	14,465,550	337,575	2%
EXPENDITURES					
Salaries	7,602,614	7,269,524	7,048,865	333,090	5%
Benefits					
Payroll Taxes	581,600	556,119	539,238	25,481	5%
Medical	2,245,580	2,148,418	2,151,103	97,162	5%
Retirement	677,100	671,195	660,770	5,905	1%
Other	92,557	90,450	105,518	2,107	2%
Total Benefits	3,596,837	3,466,182	3,456,629	130,655	4%
Equipment	45,000	63,495	22,000	(18,495)	-29%
Contractual					
Rental	1,684,726	1,651,476	1,651,476	33,250	2%
Utilities	417,850	356,500	465,750	61,350	17%
Maintenance	185,900	256,325	189,175	(70,425)	-27%
Office & General Supplies	54,325	53,075	44,700	1,250	2%
Advertising	180,000	177,500	179,000	2,500	1%
Professional Services	127,800	132,060	126,150	(4,260)	-3%
Information Technology	703,000	643,000	503,900	60,000	9%
Library and Instructional Supplies	290,550	262,590	299,100	27,960	11%
Scholarships	221,000	220,810	268,000	190	0%
Scholarships - Concurrent Enrollment	383,475	379,562	313,644	3,913	1%
Travel	94,375	84,005	55,000	10,370	12%
Property & Liability Insurance	195,376	174,792	164,007	20,584	12%
Miscellaneous	187,625	179,430	169,075	8,195	5%
Total Contractual	4,726,002	4,571,125	4,428,978	154,877	3%
Total Expenditures	15,970,453	15,370,326	14,956,472	600,127	4%
Transfer from Fund Balance	484,103	221,552	490,922	262,551	-
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	0%

2024-25 BUDGET
24-25 CAPITAL BUDGET

	2024-25 Budget
REVENUES	
DASNY State Approved Match	\$ 150,000
County Appropriations	100,000
County Chargeback Revenues	50,000
Total Revenues	\$ 300,000
 PROJECTS	
Critical Infrastructure and Maintenance Upgrades	\$ 300,000
Total Project Expenditures	\$ 300,000
Net Surplus/(Deficit)	\$ -

This is the standard annual critical maintenance capital budget funded 50% by the counties of Essex and Franklin and 50% by the Dormitory Authority Of The State Of New York (DASNY) using the state approved capital matching program. The specific projects the funding will be allocated to will be identified and prioritized through the capital planning process the college is undertaking. Of course, should these funds be needed for unanticipated emergencies, they would be appropriated to those projects immediately.

Last summer and fall North Country completed three capital projects related to Nursing lab upgrades (at all campuses), Science lab upgrades (Malone and Saranac Lake campuses), and HVAC upgrades. Included in those projects were lavatory and vestibule entrance upgrades as well on the Saranac Lake campus. More funding became available to continue work on the Nursing buildings, as well as address safety concerns and improve an aging Sparks Athletic Facility. Once the scope of these projects is defined, the college can reassess the master plan, what has not been upgraded, and plan capital needs going forward.

2024-25 BUDGET NOTATIONS

BUDGET OPPORTUNITIES

NYS Budget items passed to support community colleges and their students.

- Base aid floor funding at the 21-22 amount.
- Continuing expansion of the Tuition Assistance Program (TAP) for part-time students.
- Continuing the ability for incarcerated individuals to receive TAP.
- North Country's request for a \$1.2 million DASNY match for further Nursing and Athletic Facility improvements on the heels of a generational construction and technical infrastructure upgrade.
- Additional community college recurring restricted funding. North Country was awarded \$200K of an \$8 million fund to be invested in Healthcare Workforce and Mental Health initiatives.

Additional new initiatives on the horizon, not considered in the budget.

- Surgical Tech with Mohawk Valley Community College.

Should the college exceed in state enrollment expectations in the fall, here is the impact:

- \$30K increase in revenue for an additional 1% in-state enrollment increase FA24 vs FA23.
- \$95K increase in revenue for an additional 3% in-state enrollment increase FA24 vs FA23.
- \$160K increase in revenue for an additional 5% in-state enrollment increase FA24 vs FA23.

BUDGET RISKS

Revenue

- Student sentiment towards college education being expensive and not value added still exists.
- The NYS Base Aid floor funding model is at risk of being reverted to the FTE method and provides the college with \$265K in additional NYS aid.
- The 2nd Chance Pell prison program enrollment carries risk due to 1) Governor Hochul's approval to close up to 5 prisons, which are unknown at the time of this report, 2) access to incarcerated students is increasingly difficult at FCI Ray Brook due to lockdowns, and 3) a new policy that incarcerated individuals can transfer to facilities closer to home.

Expense

- Health Insurance premiums have risen 20% since 2021-22 with no end in sight. Carriers continue to recoup COVID era costs.
- Information Technology demands continue to increase across the college as well as hardware and software support costs. An ageing Student Information System will have to be replaced in the next 3-5 years at a significant up-front and on-going cost.
- Property, Liability, Auto, and Cyber insurance premiums continue to rise as carriers revalue properties, the general cyber risk continues to increase, and the college's claims and experience rate in recent years is catching up.

NORTH COUNTRY COMMUNITY COLLEGE

BUDGET RESOLUTION

WHEREAS The proposed 2024-2025 Budget was shared with and reviewed by the President's Council, Long Range and Strategic Planning Committee, and the College Senate;

WHEREAS The College President concurs with the recommendations of the proposed 2024-2025 budget and requests final action by NCCC Board of Trustees;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the attached Operating Budget in the amount of \$15,970,453 and Capital Budget in the amount of \$300,000 for the academic year beginning September 1, 2024, and ending August 31, 2025.

2023-24 | #

June 27, 2024

Motion:

Seconded:

Action:

PENDING CERTIFICATION: This is to certify that I, Stacie G. Hurwitch, that undersigned Assistant Secretary to the North Country Community College Board of Trustees, have compared the resolution with the original documents presented on this day, XXX and at the same is correct and true. IN WITNESS WHEREOF, I have hereunto set my hand this XXX.



Stacie G. Hurwitch

Asst. Secretary | Board of Trustees

**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
AAFFE Students														
In-State	773	694	711	655	575	577	493	443	480	480	492	493	488	488
Initiatives	-	-	-	-	-	-	-	38	82	120	114	108	108	108
Out-of-State	57	52	46	44	73	31	39	46	39	40	40	40	40	40
Subtotal In/Out-of-State	830	746	757	699	649	609	533	527	601	640	646	641	636	636
Bridge	214	248	257	255	250	234	240	239	243	245	259	241	235	246
Subtotal Core Operating	1,044	994	1,014	954	898	843	772	766	844	885	906	882	871	882
Pell Program	-	96	173	151	146	133	104	138	134	135	135	135	135	135
Total	1,044	1,090	1,187	1,105	1,044	976	876	904	977	1,020	1,041	1,017	1,006	1,017
<i>in thousands</i>														
Unrestricted Fund														
Revenue														
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,726	\$ 6,336	\$ 6,658	\$ 6,792	\$ 6,795	\$ 6,832	\$ 6,945
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
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,385	3,420	3,420	3,420	3,420	3,420	3,420
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	1,453	1,462	1,916	1,926	1,961	1,971
Total Revenues	13,367	14,043	14,536	14,500	14,784	15,165	15,137	14,898	15,149	15,486	16,074	16,087	16,159	16,283
Expense														
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,393	7,270	7,603	7,793	7,983	8,173	8,363
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,371	3,466	3,597	3,701	3,809	3,921	4,036
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,525	4,635	4,771	4,824	4,894	4,966	5,038
Total Expenses	12,422	13,040	14,279	14,870	14,916	13,747	14,516	15,289	15,370	15,970	16,319	16,687	17,060	17,437
Operating Surplus (Deficit)	945	1,003	257	(370)	(133)	1,419	621	(391)	(222)	(484)	(244)	(600)	(901)	(1,154)
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	(196)	-	-	-	-	-	-
Unrestricted Fund Surplus (Deficit)	\$ 861	\$ 959	\$ (79)	\$ (363)	\$ (336)	\$ 1,318	\$ 569	\$ (587)	\$ (222)	\$ (484)	\$ (244)	\$ (600)	\$ (901)	\$ (1,154)
Fund Balance Beginning 9/1	\$ 3,242	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,583	\$ 5,361	\$ 4,877	\$ 4,633	\$ 4,033	\$ 3,132
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(587)	(222)	(484)	(244)	(600)	(901)	(1,154)
Fund Balance Ending 8/31	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,583	\$ 5,361	\$ 4,877	\$ 4,633	\$ 4,033	\$ 3,132	\$ 1,978
Fund Balance NOC %	33.0%	38.8%	34.9%	31.1%	28.7%	40.7%	42.5%	36.5%	34.9%	30.5%	28.4%	24.2%	18.4%	11.3%

Assumptions:

FTE's	In State 2024-25 assumes a 5% increase based on FA24 key indicators and considers SUNY enrollment projection trends for 2025-29. Initiatives are assumed to be In State students and replace declined In State enrollment. Out-of-State gets back up to 10 AAFTE less than average pre-pandemic levels in 2023-29. Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2025-29. The Second Chance Pell prison program is assumed to climb back to 10 AAFTE less than average pre-pandemic levels 2027-29.
Tuition	Maintained same tuition rate level 2020-24. Assumes 2% Increase year over year 2024-29. (Every 1% increase = \$30K revenue).
Fees	Assumes same rates as 2020-21, proportionate to AAFTEs.
County Aid	Operating aid increased by \$200K in 2023-24. Assumed to remain at 2023-24 level in 2024-29.
State Aid	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. 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 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.

**North Country Community College
President's Report to the Board of Trustees
May 30, 2024**

Greetings to you all,

...on this last Friday in May. I hope this finds you well and enjoying all that the season has to offer. With Memorial Day weekend behind us, it might be safe for the gardeners to put in their frost-sensitive plants and for the paddlers to get out onto waters without risking hypothermia should they get wet.

Commencement has come and gone. Many thanks to Pete Suttmeier and Mary Irene Lee, for joining us on the dais and helping hand out diplomas, and to Pete and Abby Martelle for their respective addresses to the graduating class. Both captured the moment and the attention of our graduates nicely.

As we say goodbye to our graduates, we are also bidding adieu to one (1) of our colleagues, Lori Bennett, Clinical Coordinator in Nursing, as she departs for the sunny shores of retirement. At Commencement, we also recognized five (5) members of our community with SUNY Chancellor's Award Winners. They are:

- Allison Warner, Chancellor's Award Winner for Excellence in Faculty Services
- Kathleen Dowd-Maloney, Chancellor's Award Winner for Excellence in Teaching
- Terry Kemp, Chancellor's Award Winner for Excellence in Professional Service
- Kevin Bisonette, Chancellor's Award Winner for Excellence in Classified Service
- Jenn Cantwell, Chancellor's Award Winner for Excellence in Adjunct Teaching

Late last week, I joined many within the SUNY system at Chancellor King's State of the University Address in Albany. The Chancellor is quite bullish on the SUNY system prospects and I share his optimism for North Country CC. If recent history can help predict the future, this past year has us well-positioned to continue to deliver on the mission of the college for the good of students, families and communities. Thank you for being an integral part of it!

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

Joe

★ **Board Matters**

Updates for you include:

- *Board Appointments:*
 - *County:* No updates. Our county appointments are filled.
 - *Student:* Abby Martelle will be completing her term through June 30th, 2024. The student body elected Shia Bright, an AS Environmental Sciences

student and Student Government Association officer, as their trustee for the 2024-2025 year. We expect to have Shia join the Board meeting in May and June to meet you and orient to the role before her term starts on July 1st.

- *Governor's*: While in Albany, I was able to connect with one of Governor Hochul staff members focused on education. She offered to assist with advancing our two nominees, Josh Dann and David McNally, which I sent to her late last week.

Other updates include:

- *New York Community College Trustees (NYCCT)*: no updates.

* **Budgeting and Planning**

- **24-25 Budget**: Following the Board's last meeting, when Erik Harvey shared a draft of the 24-25 budget with you, he then shared it with the College Senate at their May 10th, 2024 meeting, finalizing the shared governance process related to the budget. Since then, he has been fine-tuning the budget and will be presenting what we hope is a final draft to you today.
- **24-25 Budget Advocacy**: The NYS FY 2025 Budget passed in mid-April. Of particular interest to community colleges is the NYS FY 2025 Budget:
 - retains the funding floor, and
 - adds \$8M for operating services and expenses pursuant to a plan approved by the Director of the Budget.

While we don't know the exact details of the additional \$8M, we are assuming they will emerge in the coming weeks and will share them then.

* **Enrollment**

- **Fall 2024 Enrollment: is underway**. The key elements include:
 - *Overall*: While these are early days, as of last week, we are flat to Fall 2023, with 370 students registered thus far compared to 367 last year. Over the next few weeks, our ADN class (the degree preparing for RN licensure) will be enrolled, which will bump those figures up. During that same time, several marketing pushes will be continued/undertaken designed to help boost enrollment.

* **Other Items of Interest**

- **Campus Safety**: Stacie Hurwitch has been leading efforts with the NYS Police and the Saranac Lake Village Police Department on campus safety training. Prior to commencement, Stacie led the admin team through a tabletop exercise related to potential disruptions of the end-of-the-year ceremony. A member of the NYS Police attended and served as a resource. We are planning on additional training to take place over the summer and again this fall when the faculty and staff return.
- **Office of Civil Rights Review**: The interview portion of our Office of Civil Rights review occurred in mid-March, with two days of interviews with members of our faculty and staff. Last week, the assessment of our physical plant took place on all three campuses and at Akwesasne where we have an instruction site. We will be receiving a report with recommended areas for improvement which I will share once completed. Many thanks to Rick Heath, our Superintendent of Buildings and Grounds, who was instrumental in the review.

- **Student Affairs:** The Associate Vice President (AVP) for Student Affairs position is being searched. Our plans are to have someone in position to join us for the Fall 2024 semester.

The Student Affairs team (Athletics and Student Life) had a successful semester, concluding with the end of the year activities. A new intramural initiative was launched in Spring 2024, the SGA sponsored end-of-the-year events (e.g. Whitewater Rafting), Student Life held SGA and Student Trustee elections and helped with the Student Awards Ceremony.

- **Strategic Plan Update**

- *2024-2027:* The update to the strategic plan was approved by the Senate at their May 10, 2024 meeting. Prior to that, the updated plan was shared with the Senate's Long Range and Strategic Planning Committee, President's Council and presented to the college community in a college-wide meeting. Today, we are presenting it to the Board for your consideration.
- *June 4th, 2024 Strategic Dialogue:* The College and Foundation are hosting a strategic dialogue to discuss the state of higher education in the region and better understand how the College can serve the region's needs and remain vibrant and viable. In the words of our Board Chair, Pete Suttmeier, "...*this "summit" of our stakeholders will contribute to the kinds of new thinking, "inside" and "outside the box," needed to guide the College going forward in ways that will further enhance the value of NCCC in confronting the challenges and opportunities facing our region.*" You are invited to join us that day for what we hope will be a thoughtful discussion.

- **Grants and Opportunities**

- *Perkins:* We learned earlier this month that our Perkins allocation for 2024-2025 is \$173,057. We will be completing an application for that funding which is due in late June.
- *Congressionally Directed Spending:* The College once again submitted a grant to complement the completed science lab renovations, with a \$115,000 request for new equipment to support science instruction.
- *Next Move NY:* the College submitted an intent-to-propose to the Regional Economic Development Council (REDC) to address employment and community gaps across the North Country region as outlined in the *Next Move NY* project. *Next Move NY* is focused on transitioning soldiers and spouses at Ft. Drum and retaining them in the North Country. In our submission, we proposed to establish pathways to the College and eventually a pathway to employment that a) aligns with the career interests of transitioning soldiers and spouses, b) leverages prior learning and experience gained while in military service, c) wraps support as these individuals decide to and eventually set up roots at one of our three campus locations and d) establishes and supports paid apprenticeships/internships in their career field with local partners, with a goal of linking them with employment opportunities post-graduation.
- *Office for People with Developmental Disabilities (OPWDD):* later today, we'll be hosting the Commissioner of OPWDD for a signing ceremony for the Direct Support Professional (DSP) Microcredential which the College

put into place this fall. Enrollment in the program exceeded expectations which was encouraging for the College and the field. Following the ceremony, the College will be hosting OPWDD as they hold a listening session for public.

- **Campus Advisory Boards:** given the Community Leaders Day in Fall 2023 and the “educational summit” planned for June 2024, we opted to not hold the campus advisory boards this year. We will look to resume them in the next academic year.
- **Information Technology (IT):** Last month, I reported that an IT Steering Committee was formed in the wake of a recommendation from the Senate related to forming an IT Task Force. The committee has been helping support Scott Harwood and the IT team’s efforts, including cataloging known issues, triaging them, and determining what can be addressed within our budget. The Steering Committee will help Scott with prioritization, including financial considerations, as he and his team continue their good work.
- **Facilities:** The Facilities staff readied the campuses for end-of-the-year events and celebrations and have now turned their attention to summer projects. In addition, planning is underway for capital upgrades to the *Sparks Athletic Complex* and *Clermont Hall*, leveraging capital funding from the Foundation, private donors, and a HRSA match from the funding we received for the nursing lab upgrades. As Erik will note, the DASNY match for Clermont was approved in the FY 2025 budget.
- **NCCCAP:** This semester, we have worked with NCCCAP on two proposals: a Phased Retirement proposal that the Board approved at its last meeting, and a Remote Work policy. This latter policy was not supported by the membership and will not be brought to you as anticipated.

Promotions: last year, we held on accepting promotion applications as part of a budget-reduction strategy. This year, we are presenting eight (8) members of our faculty and professional staff for promotional consideration by the board. They are:

- Dr. Kim Duffey, Associate Professor to Professor of Business
 - Dr. Kelli Rodriguez, Associate Professor to Professor of Social Science
 - Allison Warner, Associate Professor to Professor of Mathematics
 - Chad LaDue, Associate Professor to Professor of Athletics
 - Renee Poirier, Assistant Professor to Associate Professor of Social Science
 - Sarah Shoemaker, Assistant Professor to Associate Professor of Science
 - Jimmy Cunningham, Assistant Professor to Associate Professor of Wilderness Recreation Leadership
 - Jamie Strough, Instructor to Assistant Professor of Science
- **CSEA:** similarly, we discussed the possibility of a Phased Retirement with CSEA. They have expressed interest, and the administration will work with CSEA to explore it further.

- **Middle States:** There are no updates.
- **SUNY: Transformational Initiatives:** Three searches are underway:
 - *Grant Manager*
 - *Academic and Career Advisors*
 - *Workforce Development Coordinator (tech focus)*
- **NYSED:** Other than the Office of Civil Rights (OCR) review that NYSED is undertaking, there are no updates.
- **Second Chance Pell to Prison Education Program:** Sarah Kilby continues to work on the PEP application. Late last week, the agreements with NYS DOCCS were approved. Work on a similar agreement with the US Bureau of Prisons continues.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends the following faculty/staff for continuing appointments effective with the 2024/25 academic year:

Jennifer Barrett, Massage Therapy Program Director
Thomas McGrath, Associate Professor/LAC Coordinator
Lisa Williams, LAC Coordinator

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the following faculty/staff for continuing appointments effective with the 2024/25 academic year:

Jennifer Barrett, Massage Therapy Program Director
Thomas McGrath, Associate Professor/LAC Coordinator
Lisa Williams, LAC Coordinator

These positions are currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:

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

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends the following faculty/staff for renewal of temporary appointments effective with the 2024/25 academic year:

Emma Atkinson, Nursing Clinical Coordinator
Laura Cunningham, Nursing Instructor
Lauren Heath, Nursing Instructor
Ernest Hough, Humanities/Social Science Instructor
Luke Hudak, Dual Enrollment Initiatives Coordinator
Anne Nelson, Nursing Instructor

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the following faculty/staff for renewal of temporary appointments effective with the 2024/25 academic year:

Emma Atkinson, Nursing Clinical Coordinator
Laura Cunningham, Nursing Instructor
Lauren Heath, Nursing Instructor
Ernest Hough, Humanities/Social Science Instructor
Luke Hudak, Dual Enrollment Initiatives Coordinator
Anne Nelson, Nursing Instructor

These positions are currently funded in the 2024/25 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, these appointments will expire at the conclusion of the 2024/25 academic year and will not be renewed.

Date: June 20, 2024
Resolution #: 2022-23 |

Motion to accept:

Seconded:

Action:

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

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Jimmy Cunningham has been recommended for promotion from the rank of Assistant Professor to the rank of Associate Professor effective with the 2024/25 academic year,

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 promotion of Jimmy Cunningham from the rank of Assistant Professor to the rank of Associate Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:
Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Kimberly Duffey has been recommended for promotion from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year,

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 promotion of Kimberly Duffey from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:
Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Chad LaDue has been recommended for promotion from the rank of A3 to the rank of A2 effective with the 2024/25 academic year,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the promotion of Chad LaDue for promotion from the rank of A3 to the rank of A2 effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |

Motion to accept:

Seconded:

Action:

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

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Renee Poirier has been recommended for promotion from the rank of Assistant Professor to the rank of Associate Professor effective with the 2024/25 academic year,

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 promotion of Renee Poirier from the rank of Assistant Professor to the rank of Associate Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:
Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Kelli Rodriguez has been recommended for promotion from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year,

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 promotion of Kelli Rodriguez from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:
Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Sarah Shoemaker has been recommended for promotion from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year,

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 promotion of Sarah Shoemaker from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |
Motion to accept:
Seconded:
Action:

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

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Jamie Strough has been recommended for promotion from the rank of Instructor to the rank of Assistant Professor effective with the 2024/25 academic year,

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 promotion of Jamie Strough from the rank of Instructor to the rank of Assistant Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |

Motion to accept:

Seconded:

Action:

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

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Allison Warner has been recommended for promotion from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year,

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 promotion of Allison Warner from the rank of Associate Professor to the rank of Professor effective with the 2024/25 academic year.

This position is currently funded in the 2024/25 operating budget.

Date: June 20, 2024
Resolution #: 2022-23 |

Motion to accept:

Seconded:

Action:

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