



Board of Trustees Packet

March 24, 2023 | 11:00 a.m.

Saranac Lake Campus (HH105) and Zoom Access

- I. Call to Order
- II. Approval February 24th, 2023 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Vice President for Marketing & Enrollment Management
 - Interim Chief Financial Officer
 - Interim Associate Vice President of Student Affairs
 - President
 - Flat-Rate Tuition Policy
- V. Representative Reports
 - NCCC Association
 - NCCC Foundation
 - Old Business
- VI. New Business
- VII. Public Comment*
- VIII. Executive Session
- IX. Adjourn

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



Board of Trustees Meeting Minutes
Friday, February 24th, 2023 | 11:00am
Hybrid Meeting: HH-105 & Zoom

Board Members Present: Steve Reed, Pete Suttmeier, Jerry Griffin, Dan Kelleher, Sam Weeks, Donna Wadsworth, and Mary Irene Lee*

Excused: Mark Moeller

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Brian Pelkey, Sarah Maroun, Kim Irland, Kyle Johnston, Chris Knight, Erin Walkow, Scott Harwood, Dave Merrick, Allison Warner, Kim Duffey and Terry Kemp and Rob Rathbun, Tina LaMour

Board Chair, Steve Reed called the meeting to order at 11:00 a.m.

Minutes

Dan made the motion to accept the January 27th, 2022, meeting minutes. Pete seconded the motion. The January 27th, 2022, meeting minutes were unanimously approved (6-0-0).

College Senate

No report

NCCCAP

Dave Merrick, NCCCAP President, noted his membership was waiting on the College's decision regarding retrenchment and the recommendations of the 8.2 Committee.

CSEA

No report

Board Chair Report

Steve Reed reported:

- In today's executive session the board will review and decide if the president's evaluation is complete.

Interim Vice President for Academic Affairs

- Sarah reported there is nothing to add to her written report.
- Discussed revenue for certificate programs and internship options.
 - Department chair – link to learning outcomes for students and internships.
 - Apprenticeships are within the scope of the state budget and an opportunity for our students.
 - Shared the importance of a teaching assistant certificate in our area districts. It also folds into the early childhood track. Jerry Griffin noted that he would expect there to be much interest in the certificate for local school districts.

Vice President for Marketing and Enrollment Management

Kyle Johnston shared:

- President's week Campus Visit Days proved to be successful. Final numbers will come next week. A preliminary number pertained to a set goal of 15 walk-ins. The rough number that attended was 25-30.

Interim CFO:

Brian Pelkey reported in Erik Harvey's absence:

- Report stands; currently working on draft of the 2023-20224 budget.

Dan Kelleher moved to accept the January 2023 financials as they were shared in the report. Pete seconded the motion. The motion was unanimously approved. (6-0-0)

Minutes

Dan Kelleher made the motion to accept the January 27th, 2023, meeting minutes. Pete Suttmeier seconded the motion. The January 27th, 2023, meeting minutes were unanimously approved (6-0-0).

Associate Vice President of Student Affairs

Kim Irland reported:

- There is nothing to add to her written report.
- The Board discussed the Diversity, Equity, and Inclusion (DEI) program. Kim explained how it enters the life of the college through additional education and individual support. Two objectives to be met in the spring are the climate assessment, and the common read program. Both options are encouraged but not mandatory.
- Kim shared that staff are engaging with students regarding options to graduate through career-preparedness.

President:

Joe Keegan shared:

- There is nothing to add to his written report.
- The Board brought to the floor the recent discussion at the executive committee meeting. Joe shared the proposed updates to the Board of Trustees by-laws:
 - Number of annual meetings (currently at 12, proposing 10)
 - Updates to the Board of Trustees' Conflict-of-Interest policy.
- Recommended changes, all supported by Jim Brooks. Members of the board spoke of the proposed changes.
 - Jerry Griffin made the motion to accept the proposed changes to the Board of Trustees By-laws as they were presented. Pete Suttmeier seconded the motion. The changes to the Board of Trustees by-laws were unanimously approved (7-0-0).
- Mary Irene Lee made a motion to accept the review and updates to the Board's Conflict-of-Interest policy. It was seconded by Pete Suttmeier. The changes were approved unanimously (7-0-0).
- Joe and Scott Harwood shared the Spring 2023 enrollment numbers. The board spoke of the positive direction of the numbers. Official numbers are up 41% on intake, 1% up on matriculated side, with 2% increase on additional credits. Members of the Board congratulated the entire college community for their hard work.
- Kyle spoke briefly on trends between the semesters. The Strategic Enrollment Marketing (SEM) Plan initiatives will be impactful as well. The student-centered market allows students to enter college who would not have been able to a decade ago.
- JMZ will be concluding the design phase of the nursing labs upgrade this week. A follow-up is set to occur next week. They will open the bids soon with the target date to

conclude on March 31st. Groundbreaking is slated after May's commencement event.

- Joe shared that Senator Gillibrand announced another round of Congressional spending is available. The college is exploring potential opportunities for this additional funding; the application to participate is due in early March.

NCCC Association:

Rob Rathbun reported:

- The Association Board recently approved the following:
 - A 5% increase will be applied to the housing cost.
 - The housing license is under review with a planned release next week.
 - The proposed meal rate increase
- Rental requests are coming in for Summer 2023. A potential increase in rental rates is currently under discussion.

NCCC Foundation:

Erin Walkow reported:

- Tom Finch has officially started at the President and Chair of the Foundation Board.
- Casella is continuing their sponsorship of the Opportunity Scholarship.
- Erin shared that she is working closely with Kim Irland on securing funds for the 2023 student awards program.
- Thanks were extended to Rachel for helping with the scholarship application. It is expected to go live in April 2023
- Recently, the annual appeals letter went out to those who had previously donated to the Foundation.
- The Board discussed the financial report for the Foundation finances.
 - Members of the board discussed the reality of securing additional funds through increased marketing efforts.
- The Board praised Erin for her fantastic work in securing donations.
- Board chair, Steve Reed, spoke of the importance of having the Foundation office sufficiently staffed for its continued success.
 - The board suggested the administrative team work to find ways to expand the operation and share a proposal with the Board at a future meeting; The Foundation Board will be included in exploring this endeavor.
 - A proposed position should be included with a focus on a person to generate

revenue from the alumni.

- Tina LaMour made a public comment regarding the discussion.
- Kim Duffy made a public comment regarding the discussion.

Senate

No report

Old Business

None

New Business

None

Public Comment

None

Executive Session

Jerry Griffin made the motion to enter Executive Session at 12:20 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. Pete Suttmeier seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan was invited to join the meeting at 12:20 p.m.

Adjourn

Jerry Griffin made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:15 p.m.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary, NCCC Board of Trustees

PENDING APPROVAL | 03/24/2023

Motion:

Second:

Action:



**Interim VPAA Report to the
Board of Trustees
March 24, 2023**

Please find the following report from the Academic Area.

Academic Planning, Programs and Policies:

Summer and Fall 2023 Scheduling/Planning:

The summer schedule has been posted and is open for registration. A preliminary draft of the Fall 2023 schedule is out for review by the faculty. Preregistration for continuing students begins April 3rd.

D2L Brightspace: Seven faculty are piloting the new learning management system this semester. Training sessions will be set up for the remainder of the spring semester and summer to train faculty for summer and fall courses. Training materials are available along with a Sandbox environment and training for all faculty will begin after Spring Break and continue over the summer.

Program Approvals: We will update the College community as we hear more information from SUNY and New York State Education Department.

Pending Approval

- **AS Cybersecurity and Digital Forensics with Herkimer College.** SUNY requested some revisions on March 17th. We will resubmit with suggested revisions.
- **AAS Chemical Dependency Counseling** (Distance Learning format--95% online)
- **Expansion of AAS Nursing Program** (additional 32 students—January 2024 target start date). **SUNY has moved this proposal on to the New York State Education Dept.**

Non-Credit Offerings:

- **Childhood Development Associate Certificate: (In development)** Nationally recognized certificate for childcare providers. Plan to offer in late May/early June.
- **Software Engineering Bootcamp:** Twelve-week course in partnership with UpNCoding to be offered beginning May 23rd-August 10th. Instruction will be hyflex (in-person, live online, and recorded) and registration is open.
- **Pottery Classes:** Two sessions of a non-credit pottery class are scheduled to run this spring and summer. The first session is April 3-May 10th and the second session is June 21-Aug 2nd.
- **Swim Lessons:** Children's swim lessons begin April 18th.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President of Marketing & Enrollment
Report to the Board of Trustees
Created March 20, 2023

Enrollment and Financial Aid Updates:

- **Major project updates:**
 - **SEM PLAN PROJECT:** The teams for all 10 goal areas in the SEM Plan have been established and many have already been meeting regularly. Goal areas 7, 8 and 9 all had an underlying connection to student retention and success so we made the decision to create one workgroup to cover all three of those areas. Upcoming projects include the Instant Admission & Registration Events, TI Career Fair and the mapping out of college onboarding/orientation/NCNavigator processes.
 - **SLATE CRM (Customer Relationship Management):** Slate now has a direct connection to SUNY to receive North Country applications that were submitted to them. Previously, applications submitted to SUNY were downloaded from time-to-time but now that process will be quicker and more fluid. Additionally, we recently built dashboard type application reports for all program areas and campuses that can be provided on-demand.
 - **North Country Navigator:** Process mapping will happen in the next 30 days to help develop a plan for creating a new way of preparing students for college. More to come.
- **The Enrollment Team:** Application volume for the Fall semester is currently 125 applications above prior year which is a nice up-tick. The team is out often for the SUNY Spring College Fair circuits as well as additional rounds of visits to regional high schools. We've also recently entertained large groups from area high schools. This week we began preparation for incoming student registration that will begin mid-April. We will be doing a postcard mailer, emails and phone calls to help students get prepared. This past week's Counselors' Retreat went well and led to great discussions revolving around student engagement and support. We will be looking to schedule similar events for the upcoming school year. The next major project that's up for this group will be the week of Instant Admission & Registration Events the first week of May.
- **The Financial Aid Team:** Financial Aid awarding for incoming students will begin on March 28th. Testing of the new system has already started and we don't anticipate any further delays. As a reminder, all students (and anyone working with them) can request a financial aid award estimate from the department whenever they are needed.

Marketing and Web Updates:

- Campus Visit Day final numbers included: 25 RSVP's, 38 attendees, and another 9 students that were assisted up at Akwesasne. The events ran smoothly and we are already looking at the calendar for weeks where we can schedule additional promotions in.
- We've recently wrapped up the work to create our upcoming programmatic campaign featuring our Digital Design programs. This ad campaign will kick-off on April 1 and will run until the end of the month.
- We've recently completed the creation of all marketing materials needed for our partnership with UpNCoding to help promote our "Coding Bootcamp". We created a new program landing page at (www.nccc.edu/coding) and are currently driving traffic to it through radio and social media advertising.
- Shortly, we will begin work on a brand new campaign that will run throughout the summer that brings all of our scholarship opportunities together. "Scholarships4Everyone" will run from May until the first day of class or until all scholarship funds are exhausted. I'll provide more information as this one develops.

Campus Visit Day Numbers

Output Excel Spreadsheet

Export

Rows 1-17 of 17						Search...	
Date/Time	Title	Status	Actual	Actual (incl guests)	No Show	Cancelled	
2023-02-21T10:00:00	Campus Visit Day: Ticonderoga	CONFIRMED	0		1	0	
2023-02-21T10:00:00	Campus Visit Day: Saranac Lake	CONFIRMED	5	9	0	0	
2023-02-21T10:00:00	Campus Visit Day: Malone	CONFIRMED	1	2	0	0	
2023-02-21T17:00:00	Campus Visit Day: Malone	CONFIRMED	1	2	0	0	
2023-02-22T10:00:00	Campus Visit Day: Malone	CONFIRMED	0		0	0	
2023-02-22T10:00:00	Campus Visit Day: Ticonderoga	CONFIRMED	0		0	0	
2023-02-22T10:00:00	Campus Visit Day: Saranac Lake	CONFIRMED	4	9	1	0	
2023-02-22T17:00:00	Campus Visit Day: Ticonderoga	CANCELLED	0		0	0	
2023-02-22T17:00:00	Campus Visit Day: Saranac Lake	CONFIRMED	0		0	0	
2023-02-23T10:00:00	Campus Visit Day: Ticonderoga	CANCELLED	0		0	0	
2023-02-23T10:00:00	Campus Visit Day: Malone	CANCELLED	0		0	0	
2023-02-23T10:00:00	Campus Visit Day: Saranac Lake	CANCELLED	0		0	0	
2023-02-23T17:00:00	Campus Visit Day: Akwesasne	CANCELLED	0		0	0	
2023-02-24T10:00:00	Campus Visit Day: Malone	CONFIRMED	4	5	0	0	
2023-02-24T10:00:00	Campus Visit Day: Ticonderoga	CONFIRMED	2	2	1	0	
2023-02-24T10:00:00	Campus Visit Day: Saranac Lake	CONFIRMED	2	7	2	0	
2023-02-24T17:00:00	Campus Visit Day: Saranac Lake	CONFIRMED	1	2	0	1	



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(Not Final – Still out for Proofing)

Fall 2023 Application Volume

Generated on 03/20/2023 at 10:06:23 AM ET

Application Categories

Metric	Fall 2023 Applications	Fall 2022 Applications
Applications (total)	934	809
Decided	508	
Applications Under Review (Competitive Admission ...	88	
Incomplete Applications	272	
Withdrawn Applications	66	

Admissions Decisions

Metric	Fall 2023 Applications	Fall 2022 Applications
Decided Applications (total)	508	
Accepted Students	494	
Standby Queue (PN, RAD, ADN)	14	
Denial		

Yield (Intent to Enroll)

Metric	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	201	124
Admitted: Declined Enrollment	12	13

Student Affairs

NCCC.EDU/STUDENT-SUPPORT
NCCC.PRESTOSPORTS.COM

March 2023 BoT Report

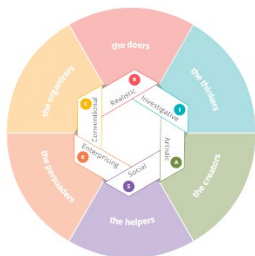
ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE & DIRECTOR OF RESIDENCE LIFE & HOUSING
JERRAD DUMONT – ATHLETICS FACILITY MANAGER
KENT EGGLEFIELD – SPORTS INFORMATION
KATHY GOODROW – OFFICE ASSISTANT
KIM IRLAND – INTERIM ASSOC. VP OF STUDENT AFFAIRS, COLLEGE DIVERSITY OFFICER, AND TITLE IX COORDINATOR
BRUCE KELLY – COORDINATOR OF STUDENT LIFE
CHAD LADUE – ATHLETICS DIRECTOR

Athletic Department News:

- The Saints Women's Lacrosse season has officially started and competitions will begin in April!



Career & Transfer Services News: nccc.edu/student-support/career-services



As part of the College's efforts to build upon our existing Career Services, we recently purchased a number of **Strong Interest Inventories** through this year's Perkins Grant. Our hopes are to offer this opportunity to students to help clarify their career interests and, where appropriate, align them with the academic program opportunities available at the College. In some cases, taking the Strong may confirm that a student is pursuing a path that matches their personality; in others it might recommend a different course of study. Because the Inventories were purchased with Perkins Grant monies, they are predominantly for use by students in the CTE programs. However, we have made provisions for a few of the Inventories to be available to the general student population.

Counseling Partnership News: nccc.edu/counseling/

- Coming Soon** – NCCC was selected to be among 8 campuses by SUNY to participate in a pilot contract with Christie Campus Health for crisis response hotline services for students. The program is slated to launch at the end of March 2023 and will provide crisis counseling and referral services for NCCC students who call the hotline. This pilot contract is FREE to NCCC and sponsored by SUNY System.
- Additionally, the Citizen Advocates MOU has expanded to include on campus counseling services for Malone Campus every other Monday beginning March 20-May 15, 2023.

Diversity, Equity, Inclusion and Social Justice (DEISJ) & Title IX News

- The DEISJ Climate Assessment Survey was launched on March 15 and will continue through early April. Response data will be used to inform Diversity Task Force and College leadership efforts to continue our efforts toward inclusion, belonging, and cultural competence within and outside the classroom experience.
- Following the Spring Break, NCCC will launch the bi-annual Sexual Violence Prevention Climate Assessment survey conducted SUNY-wide.

Student Life News

The **Student Government Association** meets weekly on Monday mornings via Zoom.

The **Campus Activities Board** took a delegation of 8 students to Hershey, PA for the Association for Promotion of Campus Activities (APCA) Nationals from March 15-19 to scout out student activities for Fall 2023-Spring 2024 and develop their student engagement and programming skills. This is an annual trip sponsored by the SGA. Pictured are Back row: Tracy Rodriguez (ML), Bryan Garces (SL), Justin Cox (SL), Zach Roos (SL), Charlotte Young (SL), Faith Slocum (ML) Front Row: Nick Moore (SL), Ally Van Schaik (SL), Ang Brice (Advisor)



North Country Community College
President's Report to the Board of Trustees
March 24, 2023

Greetings to you all,

...on this first Friday of spring. I hope this finds you well.

This is a busy time of the year. The midterm period ended last week, and several departments are holding or planning their program advisory boards. Campus advisory boards in Malone and Ticonderoga are scheduled for next month. Our Enrollment team is implementing several initiatives from the Strategic Enrollment Plan, including a *Counselor and Community Partner Luncheon* which was held last week. Our Business Office has been distributing student refunds, and the bids documents for the nursing and science lab upgrades have been advertised.

On the state budget front, it is expected that over these next two weeks the Governor's FY 24 budget will be finalized. Both SUNY and the community college sector have received much public support from the Assembly and Senate, as evidenced in their respective One House Bills. We have been encouraged to continue our advocacy efforts during this period, which we are doing.

Finally, SUNY Chancellor John King will be visiting campus and hosted by you later today. We look forward to his arrival and to being with you.

Joe

★ **Board Matters**

Today's business before the Board is limited. The one proposal of substance is a *Flat Tuition* proposal, which recommends reducing the current out-of-state tuition (which is set at 1.5x the in-state rate) to the in-state rate of \$5,280 annually. Kim Irland, our Interim Assoc VP for Student Affairs, will be presenting that to you.

Other updates include:

- *College Bridge Tuition Proposal*: is working through shared governance. This one proposes a modest \$15/course increase in tuition to College Bridge courses, changing the nearly 20-year rate from \$60 to \$75 for Fall 23.
- *Board Policies*: there are four Board policies that have been reviewed and updated and one new policy proposed that are with the Senate for their review. We hope to have them for your consideration in April.

★ **Budgeting and Planning**

□ **2023-2024 Budget:**

- ⑩ **Budget Development:** Work on the development of our 23-24 budget continues. Several initiatives are in progress to move us closer to a balanced budget, including recommendations from the NCCCAP 8.2 Committee. However, more work remains. In late February, we shared with the College community that we were not recommending retrenchment of any term or continuing appointments.

- ⑩ **Budget Advocacy:** The Assembly and Senate One House Budget proposals included many of the priorities of SUNY, the NY Community College Association of Presidents and the NY Community College Trustees. For the community colleges, that included: a) retaining 100% floor funding at the 22-23 levels, b) removing the proposed 20% holdback of aid contingent on a plan from community colleges to address enrollment decline, c) including \$75M *Transformational Initiatives*. We are grateful to the Governor and the Assembly and Senate leaders for their vocal support and are eager to see it translated into funding in the FY 24 enacted budget.

★ **Enrollment**

- **Fall 23 Enrollment:** Kyle will be reporting on those efforts.

★ **Other Items of Interest**

- **Strategic Plan Update**

- ⑩ *2023-2026:* we are mapping out a process to update the strategic plan, building upon the 2020-2023 plan and are presenting it to the College Senate's Long Range and Strategic Planning Committee this week.
- ⑩ *2020-2023:* SUNY recently approved the expansion of the AAS Nursing program;

- **Foundation**

- ⑩ *Foundation-BoT Messaging Task Force:* will meet again in the near future. One topic being considered, in line with our strategic plan, is to host a community meeting later this year, co-hosted by the Foundation and the College with the goal increasing connection to and support for the College.

- **Grants and Opportunities**

- ⑩ *Nursing and Science Labs Project:* JMZ Architects released bid announcements March 5th, 2023. A bidder walkthrough took place on March 20th, 2023 and bids will be reviewed March 31, 2023. Construction is expected to begin on or around May 24th, 2023 after commencement.
- ⑩ *Congressionally Directed Spending:* a new round of Congressionally Directed Spending was announced late February. The College submitted a request for \$162,950 to support lab and IT instructional technology to complement science labs upgrades in the SL and ML science labs. T

- **Information Technology (IT)** – Scott and team have been supporting the pilot group in the transition to the new student learning platform, D2L Brightspace. They have also been preparing for to support the science lab upgrades with their cabling work.

- **NCCCAP** – We will be meeting in with NCCCAP in LMR this week.
- **CSEA** – No updates.
- **Middle State** – No updates.
- **SUNY** – The Chancellor is joining us today.
- **NYSED** – No updates.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community

NCCC ASSOCIATION
March 20, 2023

MARCH 2023 BOARD OF TRUSTEES report

Prepared and submitted by Robert Rathbun, Jr.
Executive Director, NCCC Association

The first half of the Spring 2023 concludes with the onset of spring break. I look forward to continuing the positive trends and developments of the past 7 weeks.

DINING SERVICES

The addition of a continental breakfast served in the Connector this semester has been a positive development. Despite overall low usage of the meal, opening up the Connector early in the morning has attracted much more traffic into the dining area. The Student Government Association has purchased the morning beverage supplies (coffee, tea, hot chocolate, cream, sugar, etc) which enables the Association to offer everyone access to a morning beverage of their choice. Student activity in the Connector during morning hours is noticeably improved from last year.

The Association began the spring semester with 68 students residing in our 3 dormitory buildings. As the basketball season as concluded, a number of students (12 currently) have decided to return home to complete their studies. With a current headcount of 58 and a daily average participation rate of 70%, we are generally serving about 40 students for lunch and dinner Monday through Thursday. Friday through Sunday the trendline for meal counts is a little more than half that number. This translates into an environment that is more challenging; maintaining food quality, freshness and variety becomes more expensive due to spoilage, and under-utilization.

I recently met with all the meal plan participants at a “town hall” style gathering at Saints Hall; these challenges were plainly discussed with students. There are minor adjustments to the current meal plan being analyzed, with the intention of presenting these ideas to the Association Board of Directors for approval.

BOOKSTORE

There are two initiatives underway with regard to non-textbook sales: the implementation of mobile payment gateways at both Malone and Saranac Lake campuses. This will allow us to meet our customers more often where they are (graduation for instance) and display merchandise outside of our traditional platforms.

The second is a concentrated effort to turnover older merchandise which will provide the needed cash to purchase newer colors, styles and sizes. Kim Gonyo and Christine Conover have really embraced this effort; March 2023 alone we had over \$5000 of merchandise and clothing sales.

RESIDENTIAL SERVICES

As noted earlier, the headcount for the remainder of the semester has dropped to 58. Several students have been asked (and cooperated) with relocating out of Essex B into either the High Peaks building or the Franklin building. This allows the closing of Essex to save on heating costs, as well as unnecessary wear and tear.

There are several maintenance and repair projects anticipated for completion this semester, as well as through the summer:

1. Repair of bathroom ceiling High Peaks B
2. Repair/replacement of entrance doorways and doors to most of the dormitory buildings (rust)
3. Deep cleaning of empty suites and repainting of all dormitory suites
4. Replacement of siding where needed
5. Upgrade of security system (from hard keys to card system)

The ability to complete all of the above will in large part be a function of our summer rentals as well as Fall 2023 enrollment.

Regarding summer 2023 – the anticipated rental period this year will be June 1 – August 11; thus far about 15% of available space has been rented. Inquiries are coming in weekly, but if this year is anything like last year, it will be well into May before I will really know how many of our available suites will actually be rented.