

# BOARD OF TRUSTEES MEETING

11:00 a.m. | November 30, 2018

Saranac Lake Campus

## AGENDA

- I. Call to Order
- II. Approval of October 25, 2018 minutes
- III. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- IV. College Reports
  - A. Board Chair
  - B. Vice President for Academic Affair
  - C. Dean of Admissions
    1. Resolution 2018/19 | #3 Interim Asst. Director
  - D. Vice President for Administration & Fiscal Operations
    1. September 2018 and October 2018 Financials
  - E. President
    1. Resolution 2018/19 | #4 CSEA Early Retirement Incentive
  - F. Representative Reports
    1. NCCC Association
    2. NCCC Foundation
- V. Old Business
- VI. New Business
  - A. December 21, 2018 | Board Meeting
  - B. Presidential Search Profile
  - C. Middle States | Self-Study 2020-2021: Mission & Institutional Priorities – Steve Tyrell
  - D. Senior Enrollment Management Position – Steve Tyrell
- 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.**

**NORTH COUNTRY COMMUNITY COLLEGE**  
**BOARD OF TRUSTEES MINUTES**  
*Thursday, October 25, 2018 | Malone Campus*

**Board Members Present:** Steve Reed, Tim Burpoe, Anne McDonald, Mark Moeller, Pete Suttmeier, Jerry Griffin and Courtney Oakes.

**Excused:** Mary Irene Lee, Dan Kelleher.

**Others Present:** Steve Tyrell, Stacie Hurwitch, Bob Farmer, Joe Keegan, Lisa Symonds, Diana Fortune, Lisa Symonds, Erik Harvey, Chris Knight, Bruce Rowe, Joe Pete Wilson, Beth Quinn, David St. Germain, Frank DiFiore, and Jesse Thompson.

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Board Chair, Steve Reed, called the meeting to order at 11:01 a.m.

**Approval of Minutes**

Anne McDonald made a motion to approve the September 2018 minutes. Pete Suttmeier seconded the motion. The September 2018 minutes were approved unanimously (7-0-0).

**College Senate**

Bruce Rowe reported in Sarah Kilby's absence:

- September senate meeting had a discussion of the Middle States report. Focus for the College has been on assessment. Senate also discussed Path to Potsdam, the proposed School of Applied Technology, and College potentially becoming a smoke free campus.
- FCCC plenary occurred in September. They passed unanimously the funding proposal resolution brought to the council by the Community College presidents. Other resolutions included childcare support and diversity/inclusivity policies.
- Next College Senate meeting is October 26, 2018. Mark Moeller voiced he will attend.

**NCCCAP**

No report.

**CSEA**

No report.

**Board Chair Report**

No report.

**Vice President for Academic Affairs**

Joe Keegan highlighted his report:

- A lot of effort and energy this month has been put towards Middle States and assessment.
- Second round of furniture replacement on Malone and Saranac Lake campuses has been completed. This upgrade in furniture is in conjunction with the strategic plan.
- Academic planning and strategic plan updates have been on-going. The College has successfully demonstrated efforts on strengthening stakeholder outreach.
- Continuing Education and community relationships have been fostered, much by the work of David St. Germain with International Paper in Ticonderoga.

- The College is continuing to work on enhancing professional development opportunities. Several faculty and non-teaching faculty have been participating in conferences and events off campus this semester.
- A small team met with associated colleges of St. Lawrence and Franklin Counties to explore opportunities for future collaboration; between professional development and student engagement. Colleges involved in the discussion were NCCC, SUNY Jefferson, PSC, SUNY Canton, SUNY Clarkson, and SUNY Potsdam.
- The College is working to foster a growing relationship with the Akwesasne Reservation and creating programs to make available to their students. They are looking for NCCC's help with offering foundational education such as English 101, etc. Many of these students would likely be first generation. The conversation is planned to continue in the near future.
- The following programs – AEMT, Nursing and Entrepreneur for Malone, are all reported to be at NYS Education for review.
- The Teacher Education track, noted in the Strategic Plan, is being explored and revamped. Both SUNY Plattsburgh and SUNY Potsdam are providing their perspective on the program and it has been helpful.
- College Bridge program has added another 63 students, which brings the FTE count to 180. These numbers are very good.
- The board briefly discussed Second Chance Pell and its possible future. The government will decide its continuation in the Spring-summer of 2019. It was mentioned that there has been a great deal of national support for similar programs.

### **Dean of Admissions Report**

Chris Tacea reported:

- Admissions team did an excellent job at the College fair on October 4. Over 60 Colleges participated with over 300 high school students in attendance.
- Lisa, Bob, Scott and MaryEllen were commended for their hard work related to completing the FISAP. It helps our students tremendously with loan dispersals.
- Dashboard will be put back in November report.

### **Vice President for Administration/CFO**

Bob Farmer shared the preliminary August 2018 financials and reported:

- Lisa Symonds recently shared proposed 2019/2020 documents to budget coordinators. Budget coordinators are to specifically note how their proposed budget requests tie in with the current Strategic Plan.
- Team met with the College auditor and found the conversation to be helpful. The College is gearing up for its next Audit (2017-18) in the coming months.
- There is a new GASB policy affecting all sponsoring counties and government entities. Bob will be reaching out to our Sponsoring Counties to further discuss.
- Recently, the College respectfully requested a meeting with the sponsoring counties of Essex and Franklin to discuss the current and future plans for the College. Legislator Dabiew responded that he will work on a date and get back to us. At this time, no further news from either county has been received.
- Bob Farmer shared the preliminary 2017-2018 results with the Board. The College will know more once the audit is completed.
- Diana Fortune and Bob Farmer will work together to create a line item regarding budget needs related to the Presidential Search.

- Jerry Griffin moved to accept the financial report from Bob Farmer. Pete Suttmier seconded the motion. The August 2018 preliminary financials were unanimously approved (7-0-0).

### **President's Report**

Steve Tyrell reported:

- Steve Tyrell acknowledged the hard work and dedication that Chris Tacea has brought to the College and the executive team. He had worked to create a new brand for the College and create additional exposure on the web. The College wishes him well with his new endeavor.
- MSCHE small team visit occurred in September and they noted the College showed assessment to be improved over the year. However, institutional research reports demonstrated strong evidence of years of assessment activities completed by the faculty. It is evident that the College has a sustained and organized approach to assessment and will continue the same approach in the future. It is the College's hope that their response to Middle States, which shows these years of data clearly, will help the MSCHE board decide their next steps with NCCC.
- JMZ and the College's sub-committees are hard at work with regard to the proposed School of Applied Technology. The business council has met first with the JMZ team, and the other committees will meet with the team as well. A draft and final report of JMZ's findings is anticipated by early December.
  - The board discussed the JMZ study and their timeline.
- The working group with YMCA recently toured Saranac Lake to find ideal locations to potentially hold YMCA related activities and services. They will meet again in December to discuss possibilities.
- Shared Governance working group anticipate feedback from the College soon regarding Shared Governance documents.

### **NCCC Association:**

Beth Quinn reported:

- The Association is rebranding the residence halls to increase visibility to the outside community. Currently, there are 78 rooms in use with the potential to house up to 18 more students. They offer suite-style living with an off-campus feel.
- ALICE Training is still available to those who are able to attend. Next session will be on October 26<sup>th</sup> with more to come.

### **NCCC Foundation:**

Dianna Fortune reported:

- She is the chair of the Presidential Search Committee. Any questions regarding the progress of the search will be made available on a future webpage.

### **Old Business:**

- Jesse Thompson, our consultant with the Presidential Search Firm, shared with the board the search process and next steps. He thanked everyone involved for their time and participation during the focus groups yesterday. They were extremely helpful in learning more about the needs of the College and area stakeholders.

### **New business:**

None.

### **Public Comment:**

None.

**Executive Session**

Jerry Griffin made the motion to enter Executive Session at 12:05 pm. 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). Steve Tyrell was invited to join the meeting at 12:06 pm.

Pete Suttmeier made a motion to adjourn executive session at 12:50. Mark Moeller seconded the motion. The motion was approved unanimously (7-0-0).

Tim Burpoe motioned that the administration contact the executive placement firm, the Registry to assist the College in the identification of an interim senior enrollment management officer who will serve in this role until a new senior enrollment management officer is hired. Anne McDonald seconded the motion. The motion was passed unanimously (7-0-0).

**Adjourn**

Tim Burpoe made a motion to adjourn the meeting. Courtney Oakes seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 12:52p.m.

Respectfully Submitted,



Stacie G. Hurwitch  
Assistant Secretary to the Board of Trustees

UNAPPROVED

November 30, 2018

Motion:

Seconded:

Passed:



**Academic Affairs**  
**North Country Community College**  
**VPAA Report to the Board of Trustees**  
**November 30<sup>th</sup>, 2018**

Greetings to you all! By the time the Board meets, Thanksgiving Break will be but a distant memory and the end of the semester approaching rapidly. I hope you had an enjoyable holiday. Please find updates from our area below:

**\* Academic Planning, Programs and Policies:**

- **Academic Planning**
  - *Transition to Blackboard:* In a move critical to our operations, training for faculty new to the system began this fall and will continue apace through next semester. The expectation is that all will using Blackboard starting in Fall 19.
  - *Campus Advisory Boards:* We will be hosting these in the spring semester on all three campuses.
  - *Continuing Ed:* Dave St. Germain attended a SUNY-sponsored conference on continuing ed early in November. He has continued to reach out to area workforce and other partners to identify ways the college can help address community needs, including the lack of workforce readiness across our communities.
  - *St. Regis Mohawk Tribe:* No update to report. We await word from our colleagues at the Tribe's Education Department regarding next steps in offering courses on Akwesasne.
  
- **Academic Programs:**
  - *AA Lib Arts and Sciences – Hum/Soc Science – Teacher Ed Track* – a proposal has been sent to both SUNY Potsdam and SUNY Plattsburgh and we are awaiting their feedback it. In the event that it is supportive, we will be then moving it to departments and then Curriculum Committee.
  - *Advanced EMT:* Approved by SUNY on June 15<sup>th</sup>, 2018 and remains at NYSED under review. We have been finalizing an agreement to serve as course sponsor with Mountain Lakes EMS. Once that is finished, we will send it onto NYSED to finish their review.
  - *AAS Nursing:* Approved by SUNY in Spring 18; and remains at NYSED and Office for the Professions under review.
  - *AAS Entrepreneurship Mgmt – Malone:* Approved by SUNY on September 5<sup>th</sup>, 2018. It is at NYSED for review.
  - *LPN and RN Self-Study:* NYSED will the college in late March 2019 to review our LPN and RN programs for reaccreditation. Before then, the Nursing Department will be completing and submitting a self-study which kicked-off last week.
  - *AAS Chemical Dependency Counseling:* Changes to NYS regulations regarding CASACs have necessitated an update of our program's content and, in some cases, course learning outcomes, to come into alignment with those regulations. That process is underway.
  
- **SUNY Potsdam Proposal:** No update to report.
  
- **Middle States / Assessment of Student Learning:** A team of folks represented the College at the Middle States *Self-Study Institute* earlier this month. As part of accreditation, colleges are required to undergo self-study and an associated site visit from a team of peers every eight years. Our last self-study was completed in 2011. We are planning on launching our self-study this academic year and it will culminate in a team visit in Spring 2021 (we hope). Over

the next few months, we will be reaching out to folks as we pull together a self-study proposal which includes the following elements:

- *Self-study co-chairs* *Work-group chairs*
- *Steering Committee Members* *Work-group team members*

Other elements can include up to five (5) institutional priorities, identified by the College, which can be included in self-study.

On a related note, the outcome of our most recent small team visit following up on our September 1, 18 Monitoring Report is not known. The Middle States Commission has been meeting these last few weeks, so we would expect to know more shortly.

- **College Bridge:** The transition in oversight of College Bridge from Sarah M to Luke Hudak has been ongoing this semester. Planning for Spring 19 registrations has begun as has a plan for Luke to meet with seniors at area high schools and show them how their College Bridge courses translate to degree requirements here and identify what they would need to take here to earn an associate's degree. It is hoped that this level of outreach might help students consider completing a degree with us before transferring elsewhere. A shout out to Sarah M for the idea!
- **Professional Development:**  
Some nine (9) of our Humanities faculty members were able to attend a SUNY- sponsored Developmental English Learning Community's conference in Saratoga earlier this month. We had several other folks engaging in professional development from ADA/504 webinar (Kate Wells) to the SUNY Continuing Ed conference (Dave SG).
- **Academic Policies:** No report.
- ★ **Faculty/Staff Appointments:**  
Search committees have been populated for the following searches which, if they have not already launched, will be shortly.
  - Nursing Instructor (x2-3)
  - Science Instructor (Environmental Science focus)
  - LAC Coordinator (SL)
  - LAC Coordinator/Hum/SS Instructor (Ti)
  - Business Instructor (x2)
  - Sports and Events Mgmt Instructor
- ★ **Grants and Experiments:**  
Here is a brief update on our grants:
  - *Second Chance:* There are graduation ceremonies planned for FCI Ray Brook and Franklin Correctional on December 14<sup>th</sup>, 2018. Spring 19 planning is underway as well.
  - *P-TECH Programs* –No changes to report. The P-TECH program is underway with the junior class taking their College courses on our Malone campus.
  - *Perkins:* No changes to report.

Respectfully submitted,

Joe

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt, in the position of Interim Assistant Director of Admissions terminates on December 31, 2018,

WHEREAS the Dean of Admissions has resigned and recommends an extension for the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt to the position of Interim Assistant Director of Admissions through August 31, 2019.

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 extension for the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt to the position of Interim Assistant Director of Admissions, through August 31, 2019.

This position is currently funded in the 2018-2019 operating budget.

2018-19- 3  
MOTION:  
SECOND:  
ACTION:  
Yeas:  
Nays:  
Abstentions:  
DATE:





## **North Country Community College**

Sponsored by Franklin and Essex Counties

### **OPERATING FUND FINANCIAL REPORT As of September 30, 2018**

**SUBMITTED TO THE BOARD OF TRUSTEES  
November 30, 2018**

**ROBERT FARMER**  
Vice President of Administration, CFO

North Country Community College Balance Sheet SEPTEMBER 30, 2018				
	Current Year Actual	Prior Year Actual	Current Year Inc./Dec.	
<b>Assets</b>				
Cash	\$ 6,453,153	\$ 4,570,547	\$ 1,882,606	
Accounts Receivable-Students	3,233,963	3,606,358	(372,395)	
Due From NCCC Association	12,942	28,422	(15,480)	
Due From NCCC Foundation (Contributions)	1,184,203	985,636	198,567	
Due From Other Funds	(518,123)	173,071	(691,194)	
Due From Governments (State & Fed Fin Aid)	298,169	1,519,828	(1,221,659)	
Prepaid Expenses	322,905	22,526	300,379	
<b>Total Assets</b>	<b>\$ 10,987,212</b>	<b>\$ 10,906,388</b>	<b>\$ 80,824</b>	
<b>Liabilities</b>				
Accounts Payable	\$ 240,673	\$ 167,221	\$ 73,452	
Payroll & Benefits Liabilities	(119,544)	165,040	(284,584)	
Due to NCCC Association (Room, Meals, Books)	597,907	1,118,052	(520,145)	
Due to NCCC Foundation (Rent)	1,078,811	720,677	358,134	
Due to Other Funds	220	20	200	
Due to Retirement	(217,452)	300,575	(518,027)	
Compensated Absences	224,980	224,980	-	
Other Liabilities	427,631	371,355	56,276	
<b>Total Liabilities</b>	<b>\$ 2,233,226</b>	<b>\$ 3,067,920</b>	<b>\$ (834,694)</b>	
<b>Month End Equity</b>	<b>\$ 8,753,986</b>	<b>\$ 7,838,468</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 10,987,212</b>	<b>\$ 10,906,388</b>		
<b>Fund Balance Summary</b>				
Fund Balance as of 09/01/18	\$ 5,062,886			
Estimated 18-19 Deficit (before audit)	\$ (71,178)			
Projected Fund Balance as of 09/01/19 <sup>1</sup>	\$ 4,991,708			

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits" Currently, NCCC would be responsible for \$4,014,424.

North Country Community College Revenues & Expenditures SEPTEMBER 30, 2018				
	Annual Budget	YTD Actual	18-19 Actual B.(W)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 4,849,784	\$ 2,884,925	\$ (1,964,859)	59%
Sponsors' Contribution	2,380,000	206,667	(2,173,333)	9%
Chargebacks	741,750	-	(741,750)	0%
Out-of-State Tuition	575,484	273,938	(301,546)	48%
State Aid	4,042,116	1,142,029	(2,900,087)	28%
Contributions	1,034,080	80,132	(953,948)	8%
Transfer From Fund Balance	71,178	-	-	
<b>Total Revenues</b>	<b>\$ 13,694,392</b>	<b>\$ 4,587,691</b>	<b>\$ (9,035,523)</b>	<b>34%</b>
<b>Expenditures</b>				
Salaries	\$ 6,801,191	\$ 539,437	\$ 6,261,754	8%
Payroll Taxes	525,667	39,461	486,206	8%
Medical	1,920,102	183,787	1,736,315	10%
Retirement	612,250	67,269	544,981	11%
Other	93,310	20,863	72,447	22%
Equipment	33,930	8,778	25,152	26%
Facility Leases	1,455,130	120,239	1,334,891	8%
Utilities	378,720	14,757	363,963	4%
Maintenance	214,650	27,275	187,375	13%
Office & General Supplies	81,604	3,473	78,131	4%
Advertising	170,950	52,347	118,603	31%
Professional Services	104,300	7,282	97,018	7%
Information Technology	220,950	10,652	210,298	5%
Library & Instructional Supplies	266,508	67,885	198,623	25%
Scholarships	340,000	940	339,060	0%
Travel	159,415	13,631	145,784	9%
Property & Liability Ins.	135,000	31,247	103,753	23%
Miscellaneous	180,715	76,009	104,706	42%
<b>Total Expenditures</b>	<b>\$ 13,694,392</b>	<b>\$ 1,285,332</b>	<b>\$ 12,409,060</b>	<b>9%</b>
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 3,302,359</b>		



## **North Country Community College**

Sponsored by Franklin and Essex Counties

### **OPERATING FUND FINANCIAL REPORT**

**As of October 31, 2018**

**SUBMITTED TO THE BOARD OF TRUSTEES**

**November 30, 2018**

**ROBERT FARMER**

**Vice President of Administration, CFO**

EH 11.26.18

North Country Community College Balance Sheet OCTOBER 31, 2018				
	Current Year Actual	Prior Year Actual	Current Year Inc/Dec	
<b>Assets</b>				
Cash	\$ 8,055,074	\$ 3,972,771	\$ 4,082,303	
Accounts Receivable-Students	384,127	1,393,140	(1,009,013)	
Due From NCCC Association	14,018	32,381	(18,363)	
Due From NCCC Foundation (Contributions)	193,459	439,103	(245,644)	
Due From Other Funds	(493,952)	(96,089)	(397,863)	
Due From Governments (State & Fed Fin Aid)	957,075	3,945,773	(2,988,698)	
Prepaid Expenses	347,205	45,906	301,299	
<b>Total Assets</b>	<b>\$ 9,457,006</b>	<b>\$ 9,732,985</b>	<b>\$ (275,979)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ 369,244	\$ 278,158	\$ 91,086	
Payroll & Benefits Liabilities	(57,108)	166,242	(223,350)	
Due to NCCC Association (Room, Meals, Books)	589,601	1,117,552	(527,951)	
Due to NCCC Foundation (Rent)	197,777	160,972	36,805	
Due to Other Funds	220	20	200	
Due to Retirement	(267,559)	286,927	(554,486)	
Compensated Absences	224,980	224,980	-	
Other Liabilities	457,660	379,552	78,108	
<b>Total Liabilities</b>	<b>\$ 1,514,815</b>	<b>\$ 2,614,403</b>	<b>\$ (1,099,588)</b>	
<b>Month End Equity</b>	<b>\$ 7,942,191</b>	<b>\$ 7,118,582</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 9,457,006</b>	<b>\$ 9,732,985</b>		
<b>Fund Balance Summary</b>				
Fund Balance as of 09/01/18	\$ 5,062,886			
Estimated 18-19 Deficit (before audit)	\$ (71,178)			
Projected Fund Balance as of 09/01/19 <sup>1</sup>	\$ 4,991,708			

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$4,014,424.

North Country Community College Revenues & Expenditures OCTOBER 31, 2018				
	Annual Budget	YTD Actual	18-19 Actual B.(W)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 4,849,784	\$ 2,947,341	\$ (1,902,443)	61%
Sponsors' Contribution	2,380,000	405,000	(1,975,000)	17%
Chargebacks	741,750	323,149	(418,601)	44%
Out-of-State Tuition	575,484	271,112	(304,372)	47%
State Aid	4,042,116	1,237,995	(2,804,121)	31%
Contributions	1,034,080	164,610	(869,470)	16%
Transfer From Fund Balance	71,178	-	-	
<b>Total Revenues</b>	<b>\$ 13,694,392</b>	<b>\$ 5,349,207</b>	<b>\$ (8,274,007)</b>	<b>39%</b>
<b>Expenditures</b>				
Salaries	\$ 6,801,191	\$ 1,140,102	\$ 5,661,089	17%
Payroll Taxes	525,667	83,072	442,595	16%
Medical	1,920,102	383,741	1,536,361	20%
Retirement	612,250	135,382	476,868	22%
Other	93,310	37,491	55,819	40%
Equipment	33,930	10,422	23,508	31%
Facility Leases	1,455,130	242,144	1,212,986	17%
Utilities	378,720	62,101	316,619	16%
Maintenance	214,650	48,113	166,537	22%
Office & General Supplies	81,604	5,713	75,891	7%
Advertising	170,950	67,973	102,977	40%
Professional Services	104,300	25,146	79,154	24%
Information Technology	220,950	43,131	177,819	20%
Library & Instructional Supplies	266,508	79,785	186,723	30%
Scholarships	340,000	196,109	143,891	58%
Travel	159,415	34,344	125,071	22%
Property & Liability Ins.	135,000	31,257	103,743	23%
Miscellaneous	180,715	94,025	86,690	52%
<b>Total Expenditures</b>	<b>\$ 13,694,392</b>	<b>\$ 2,720,051</b>	<b>\$ 10,974,341</b>	<b>20%</b>
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 2,629,156</b>		

**President's Report to the Board of Trustees**

November 19, 2018

Dr. Steve Tyrell

- 1) **Campus and External Relations:** community sessions attended, presentations made, and “meet and greets” completed listed below.

<b>Date:</b>	<b>With:</b>	<b>Location:</b>
10/31/2018	SUNY Chancellor and Community College Presidents	Albany, NY
11/1/2018	Paul Smiths College (PSC) Administrative Team   Joint marketing message	Saranac Lake, NY
11/2-11/3/2018	College for Every Student (CFES)   Conference – Presentation on Mentoring into the Health Professions	Burlington, VT
11/5-11/7/2018	American Marketing Assoc. (AMA)   Conference	Orlando, FL
11/8/2018	Paul Smith College VP of Enrollment Management  Development of joint marketing message	Saranac Lake, NY
11/8/2018	Alfred State College for School of Applied Technology Information Request	Conference Call
11/9/2018	NYCCAP Executive Team	Conference Call
11/9/2018	Ian Newbould   The Registry	Conference Call
11/9/2018	Tenee Casaccio   JMZ	Conference Call
11/12/2018	Paul Smith College Team   Development of joint marketing message	Saranac Lake, NY
11/14-11/16/2018	CCBOA Conference	Cooperstown, NY
11/14/2018	Tenee Casaccio   JMZ Updates for SAT Councils	Cooperstown, NY
11/20/2018	JMZ Preliminary Master Plan Update meeting	Glens Falls, NY
11/26/2018	Paul Smith College   Joint marketing message meeting	Saranac Lake, NY
11/26/2018	SUNY President's Reception	Syracuse, NY
11/27/2018	SUNY President's meeting	Syracuse, NY
11/28/2018	The Registry   Dinner with SEMO candidates	Saranac Lake, NY
11/29/2018	The Registry   Meetings with the SEMO candidates	Saranac Lake, NY

- 2) **Institutional Response to MSCHE Small Team Visit in September** – The Middle States Commission on Higher Education (MSCHE) is currently meeting at this time. They are reviewing our institutional response that we submitted in October and where we asserted that we had met the standard regarding assessment of student learning outcomes. We should have a written response from MSCHE by the time we return from the Thanksgiving break.
- 3) **Viability Study – School of Applied Technology** – JMZ has met with the Business Plan Council (one of the 4 councils of the Advisory Board) recently and is now sharing some initial observations with two other councils. These two councils – curriculum considerations & recruitment and

employment will convene after the Thanksgiving break to provide feedback to JMZ and to help us move toward a final set of recommendations regarding this proposed school of applied technology.

- 4) **Shared Governance Working Group** – The shared governance working group worked through the summer creating a document that outlines guiding principles, key stakeholders, decision-making and communication processes that are aligned with shared governance. We shared the draft with the College community in early August. We are requesting that all stakeholder groups review the draft and provide feedback on how we can improve this document before the end of the fall semester. The shared governance working group will convene in December to review the feedback received and ascertain if we are ready to move the document from draft to a final version.
- 5) **SUNY Potsdam- SUNY Canton Agreement** – We met recently with the SUNY Potsdam leadership to put forward a proposal on the program that would also be supported by SUNY Canton. SUNY Potsdam affirmed the proposal last week. I will be working with SUNY Canton to redraft the terms of the service area agreement and then the former SUNY Potsdam-NCCC Memorandum of Understanding will have to be updated with these changes as well as some changes requested from SUNY administration in June. It is our belief that these updates will be completed and submitted to the appropriate SUNY officials for their review prior to the end of the fall semester. If all goes well and SUNY approves the revisions, we will then obtain permission to market the program.
- 6) **Dean of Admissions or Vice President for Enrollment Management?** – I met with the executive committee of the College Senate on November 12<sup>th</sup> to provide an update on the status of this senior leadership position and I have asked the Senate to provide a recommendation to me regarding what position the College seeks to pursue in the future. Below is the email message I sent to the College community on November 19<sup>th</sup> discussing the position and some of the key issues related to position.

**From:** Tyrell, Steve (College President)  
**Sent:** Monday, November 19, 2018 9:20 AM  
**To:** Tyrell, Steve (College President)  
**Cc:** Hurwitch, Stacie  
**Subject:** Update on Dean of Admissions vacancy and next steps

Good morning, all:

I wish to bring the College community up to speed on where we are with next steps related to the impending vacancy with the Dean of Admissions position. As you know, earlier in the semester, Chris Tacea decided to take a new position with a national enrollment management firm. His last day of work will be the end of November. A few weeks ago, I solicited input from the College community on possible next steps the College would take regarding this matter. I received a lot of feedback regarding how members of the College community felt we should proceed and I was also pleased to see some staff even offer to step up and serve in

some new capacity to support the College's recruitment and marketing efforts. We have made a few decisions since then and I am soliciting the College Senate on their recommendation on one outstanding question regarding the position we will search for in the future.

#### Interim Senior Enrollment Management Officer (SEMO)

At the October meeting of the Board of Trustees, I shared various perspectives from the College community and my recommendations of how we should proceed with this vacancy. Following my discussion with the Board, the College moved toward implementing a process to identify an interim senior enrollment management officer who is highly experienced. This decision was based upon the primary commitment we have made to not only continue our current recruitment and marketing efforts but to also augment them immediately with a number of new recruitment and marketing initiatives. We have identified a national executive search firm that has a pool of over sixty seasoned enrollment management professionals. The firm, the Registry, was contacted earlier this month. They have looked at our institutional profile and understand our current opportunities and challenges. They have identified two possible candidates to serve as an interim SEMO and they would be with us until a new SEMO is hired through a search process. The two candidates identified by the Registry will be on campus on November 29<sup>th</sup>. They will be interviewed by enrollment management staff and by members of President's Council. Both groups will forward their recommendations to me and I will make a decision on the 30<sup>th</sup> if we are proceeding with either candidate as a finalist. If one is selected, they would begin work at the College in December.

We expect the interim SEMO from the Registry would be with us from December 2018-August 2019. Similar to when we hired an interim to fill the vacancy created by Ed Trathen, former VPPEM, the cost for the interim VPPEM then was almost identical to the cost for Ed Trathen's salary and benefits. The Registry would allow us to hire an interim SEMO that would be slightly higher than the combined costs of salary and benefits for the Dean of Admissions position and would be similar to the former VPPEM position.

#### New Recruitment & Marketing Initiatives

The College staff have rolled out a number of new approaches in recent years that have greatly broadened our exposure in current and new markets. Some years, those efforts have stabilized enrollment and in other years, such as this year, we have experienced a decline in new students from the previous years. There are a number of factors that impacts on enrollment numbers and although I cannot go into all of those factors here; the interim SEMO and the next SEMO both will need to help us launch a number of new marketing initiatives immediately. Some of those new initiatives includes:

- Our next steps for full implementation of "6 on Us" scholarships
- Joint marketing of the recent NCCC and Paul Smith College agreement
- Joint marketing of select NCCC programs as pathways to baccalaureate institutions, something we haven't aggressively marketed in the past but now have support to do so with our baccalaureate partners. For example...
  - o On December 1<sup>st</sup>, we will have launched a new marketing campaign with Paul Smith College.
  - o We are in discussions with SUNY Canton and SUNY Potsdam with joint marketing of our programs aligned with their baccalaureate programs through current articulation agreements.

- We will begin writing marketing content with “bundling” selected NCCC programs. Examples of possible bundles include, but are not limited to:
  - o Environmental Science, Environmental Studies and Wilderness Recreation Leadership
  - o Business programs and Sports and Events Management
  - o LAS – psychology, English and early childhood education (if approved)
  - o Graphic Design & Fine Arts
  - o Massage Therapy with the Allied Health current programs

These new initiatives will require both our enrollment management and communication staff to work closely with faculty to create the content for these new marketing efforts. We have to get the messaging right if we are going to attract new student prospects to current program offerings. I, the interim SEMO (if one is identified and selected) and the staff will be requesting time to meet with many of you following the Thanksgiving break to begin writing these new content items for these program specific marketing efforts. I understand some communications have already gone out to a few departments. Clearly these new initiatives require a seasoned, experienced SEMO to keep everything moving along while we accelerate current marketing efforts with these new initiatives.

#### Search for a New Senior Enrollment Management Officer (SEMO)

While the interim senior enrollment management officer is here; the College will also need to begin search for a permanent SEMO. In October, I sought feedback from the College community on how we will proceed with a search. We now need to determine if we fill the vacancy created with a Dean of Admissions (maintain the current status of this position) or return the position to a vice president for enrollment management (VPEM). I would like the College Senate’s recommendation on which position they would like to see the College pursue and the Senate’s rationale to support their recommendation. I will weigh the Senate’s recommendation alongside other feedback I have received from the College community in developing my recommendation to the Board of Trustees at our upcoming November 30<sup>th</sup> board meeting. In preparation of Senate meeting on November 29<sup>th</sup>, I have shared below some of the considerations that members of the College community have shared with me regarding the merits of one position over the other. There are a number of ways in which we can weigh the differences between a Dean of Admissions (DA) position and a Vice President of Enrollment Management (VPEM) position.

Here are a few of the differences shared thus far:

1. The DA currently supervises admissions and financial aid. The VPEM would supervise these areas but in the past, the VPEM also supervised other departments at the College (i.e. athletics, student life, and communications). We have not had any conversations regarding a change in supervision if we move toward a VPEM arrangement; but we felt it was important to share this historical information as a part of the current discussion.
2. The VPEM would be a management confidential position while the DA is currently a NCCCAP position.
3. The VPEM position requires significant experience in utilizing best practices with strategic marketing initiatives to support recruiting new students; the DA position has similar experiences though the level of significant experience would be less than what is expected of a VPEM.
4. The DA position salary would be approximately \$15,000 less than the salary of a VPEM.



5. The VP EM likely would take on additional responsibilities related to strategic plan items that look to improve our student completion efforts. These items are not assigned to the DA position.

These are just a few differences between the two positions that has been shared. Please share your thoughts with me and/or your College Senate representative. I look forward to where the conversation takes all of us on November 29<sup>th</sup>.

Enjoy the upcoming Thanksgiving break!

Steve

Dr. Steve Tyrell

President

North Country Community College

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**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the College administration and the CSEA union leadership drafted an early retirement incentive program that was approved by the CSEA leadership in October 2018; and the draft was applicable for eligible CSEA members, and;

WHEREAS the College administration and CSEA leadership signed a memorandum of understanding (MOU) on October 24<sup>th</sup> 2018 (attached) and;

WHEREAS the College President recommends to the Board of Trustees to approve this early retirement incentive program for eligible CSEA employees;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the implementation of the early retirement incentive program for eligible CSEA employees as specified in the October 24<sup>th</sup> 2018 MOU (attached).

2018/19 -  
MOTION:  
DATE:

4

November 30, 2018

*NA  
Board m*

### Memorandum of Understanding

October 24, 2018

By and between the duly authorized representatives of CSEA Unit 6810 and North Country Community College (NCCC).

This agreement is entered into between NCCC and the C.S.E.A. bargaining unit where NCCC wishes to extend an offer of early retirement, pending NCCC Board approval, to qualified members of CSEA.

The parties agree as follows:

1. The proposed incentive is \$10,000 to be paid in one lump sum.
2. The retiree may elect to receive payment on or about 12/31/18, or, on or about January 1, 2019 whichever date is best for the retiree's tax situation.
3. To qualify, the employee must have 10 years of service and be at least 50 years of age.
4. Formal written notice must be directed to and received by the Human Resources office on or before December 26, 2018, at which time this offer expires.
5. This one-time offer replaces and is not in addition to article 11.5(c) of the current CBA.



Dianna Dudley, CSEA President



Robert Farmer, VP for Administration & CFO