

BOARD OF TRUSTEES MEETING
11:00 a.m., Friday, December 16, 2016
Saranac Lake Campus
AGENDA

- I. Call to Order
- II. Executive Session
- III. Approval of November 22, 2016 Minutes
- IV. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
 - D. Student Government – Saranac Lake Campus Group
- V. College Reports
 - A. Board Chair
 - B. Interim Vice President for Academic Affairs
 - C. Dean of Admissions
 - D. Interim Vice President for Administration & Fiscal Operations
 - E. College President
 - F. Representative Reports
 - 1. NCCC Association
 - 2. NCCC Foundation
- VI. Old Business
- VII. New Business
- VII. Public Comment*
- 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
November 22, 2016 – Saranac Lake Campus**

Board Members Present: Mary Kay Tulloch, Jerry Griffin, Stephen Reed, Barbara Dwyer, Tim Burpoe, Barbara Dwyer, Anne McDonald, Mark Moeller, Joe Costa
Excused: Mary Irene Lee
Others Present: Dr. Steve Tyrell, Joe Keegan, Bob Farmer, Chris Tacea, Sarah Kilby (College Senate), Diana Fortune (NCCC Foundation), Lee Susice (NCCCAP), Justin Facticeau (SGA-Ticonderoga), Chris Swinton (SGA-Ticonderoga)

Chair, Barbara Dwyer, called the meeting to order at 10:01 a.m.

Oath of Office – Student Trustee

Barbara Dwyer administered the Oath of Office to student trustee Joseph Costa. Edna Bowers attended as notary public.

Executive Session

Anne McDonald made the motion to enter Executive Session at 10:11 a.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.*** Stephen Reed seconded the motion. The motion was passed unanimously. Steve Tyrell was invited in to join executive session at 10:48 a.m.

Tim Burpoe made a motion to close Executive Session and enter into Open Session at 11:19 a.m. Stephen Reed seconded the motion. The motion was passed unanimously.

Approval of Minutes

Stephen Reed made a motion to approve the October 28, 2016 minutes as submitted. Mark Moeller seconded the motion. The October 28, 2016 minutes were approved unanimously.

College Senate

Sarah Kilby provided a verbal report on behalf of Chuck Van Anden, who was called away earlier in the day to attend to a personal matter. Highlights of Sarah's report from the November 17th Senate meeting:

- The Senate requested a separate 2 hour meeting for faculty to meet with the President to discuss the Lowe's feasibility study. The president agreed to schedule the meeting soon.
- The Senate revisited the academic calendar discussion from a year earlier and reaffirmed a motion from 2015-16 where it recommended that Columbus Day be changed to October Break. Senate also discussed the use of "Holiday" as a descriptor for the winter break session and whether the College should have Good Friday off as a specific religious holiday and whether we should name this day something different in the academic calendar. President's Council has approved the renaming of the Columbus Day holiday to October break earlier in the academic year.

Joe Costa and Steve Reed plan to attend the December 7th meeting of College Senate. Ticonderoga students appreciated the meeting with President Tyrell regarding a request for extended campus hours.

NCCCAP

Lee Susice reported that NCCCAP and the administration achieved reconciliation on one contractual item thru mediation on November 18th. Both groups now have to work on finalizing the remainder of the contact agreement.

Board Chair Report

Barbara Dwyer reported:

- The Board is looking forward to the College's update on steps it is taking to complete those 2011 recommendations discussed in the 2016 Periodic Review Report. Steve Tyrell reported that President's Council has been taking up the list at President's Council meetings since mid-September. When the review is completed, he will share President's Council's responses with the Board and the College community.
- That she hoped Board members could attend the special College wide meeting to discuss the Lowe's feasibility study.

Interim Vice President for Academic Affairs

Joe Keegan reviewed his printed report and highlighted:

- Rad Tech lab is up and operating.
- New Library classroom is open as faculty pilot classes in the new facility.
- Scott Harwood and Information Technology staff have been updating instructional technology in several classrooms
- College Bridge registrations for the fall semester are completed and we have enrolled 1,024 students (representing 186 AAFTES) and a 23% increase in AAFTES compared to the previous year.
- P-Tech students joined us at the Saranac Lake campus recently.
- We have completed admissions workshops at the four prison facilities and collected applications for the 2nd Chance program that will begin in the Spring 2017 semester. 169 individuals have applied for 160 available slots.
- The AS Business Administration online program has been approved by SUNY and has moved onto State Ed for review.
- We have a number of active searches underway that we hope to wrap up at the end of the semester.

Anne McDonald recommended Resolution 2016/17-54 that the North Country Community College Board of Trustees hereby approves the temporary appointment of Chad Czelusniak-Serviss, to the temporary, full-time, exempt appointment as Business / CIS Instructor for the Spring 2017 semester at a salary of \$18,725, a pro-rated amount under Rank A5, Step 6. This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the Spring 2017 semester and will not be renewed. Joseph Costa seconded the motion. The resolution was approved unanimously.

Dean of Admissions Report

Chris Tacea, Dean of Admissions, reviewed his printed report and highlighted:

- Spring 2017 applications look good and are up from the previous year.
- Open House was October 28th, Malone Visit Day was November 14th and Ticonderoga's was November 16th.
- New student spring registration day was November 19th
- Dawn Langdon has been on campus (from FAS) serving as interim director of financial aid.

- Staff from IT, Business Office and Financial Aid did a great job resolving the COD upload issue with exporting student information for reimbursement checks in October.
- Director's search – candidate invited to campus the first week in December.

Vice President for Administration/CFO:

- Bob Farmer distributed the October 31, 2016 Financial Report. Mark Moeller moved to accept the financial report. Anne McDonald seconded the motion. The motion was approved unanimously.

Bob shared that the 1st draft of the 2017-18 budget is being prepared. He shared a first draft of revenue projections for 2017-18 with Long Range Planning and Budget; more drafts will be forthcoming. The annual audit will get underway in early December. Tim Burpoe recommended the College provide an update to the counties on enrollment and budget in early 2017.

President's Report:

Dr. Tyrell shared his written report and discussed:

- *State Advocacy* – Josh Sager (SUNY) reported that State revenues were down and that could affect the “hold harmless” proposal SUNY has pushed forward for community colleges. The annual State budget advocacy effort is underway. SUNY is proposing a change in the State funding formula for community colleges. Instead of using the current formula (\$\$ per student FTE); the legislature would follow something close to the sponsoring county “maintenance of effort” model. Specifically, the level of funding the college in whole dollars would be the same amount for 2017-18. As community colleges have experienced lower enrollments, increases in the current funding formula (\$\$/FTE) has still resulted in a reduction in overall State funding for community colleges.
- *Strategic Planning* – Working groups are sending drafts of Strategy Steps to “Community Groups” for their feedback. There is a College wide meeting on December 20th to discuss the current status of these strategy steps and their proposed measurable outcomes. Community groups include the Board of Trustees.
- *Fall Enrollment* – Scott Harwood estimates that with the additional enrollment in Bridge, we are trending toward 1,075 AAFTEs. We still need to see what Spring enrollment for students and Bridge students looks like in February. Bob Farmer has developed a list of proposed reoccurring and capital expenses that were discussed at the November 18th meeting of President's Council. The list will be shared with the College community after Thanksgiving to solicit their feedback. This list will be used as a guide for both budget planning for 2017-18, strategic planning discussions and for deciding what if any expenditure we should incur in the 2016-17 fiscal year.
- *ESD Lowe's Feasibility Study* – The President is looking forward to the 2 hour session on this item with the faculty. As noted earlier, this session will occur next week.
- *Reporting Relationship for the Director of Financial Aid* – The President has received feedback from Senate and from President's Council. The feedback has been wide ranging at times and all the points shared has been very helpful and appreciated. A final decision will be shared with constituents after the Thanksgiving break.
- *Recommendations from Campus and Student Life Committee* – The President reported that President's Council continues to work through the list provided by the Senate committee in late October. The group has worked through the first half of the items. Many of the items will be tasked by Kim Irland, the new Dean of Student Life. The President discussed the extended hours pilot at Ticonderoga campus. His staff is working on a solution to resolve how the students on site will be supervised in the future. Bob Farmer was able to have a facilities staff member on site for some of the hours recently as an interim solution. The College would like a more formal solution in place for the Spring semester

NCCC Foundation:

Diana Fortune reported:

- Joint Boards Educational Coffee Hour on Student Success, December 8th from 9:30 – 10:30 a.m. at Malone Campus, all are invited and encouraged to bring a guest.
- 50th Anniversary Planning – Founders Day Celebration, February 17, 2017 from 9:30 – 11:00 a.m. at the Connector, Saranac Lake campus. Please save the date.
- Adirondack Daily Enterprise, Howard Riley column Saturday, Nov. 19, 2017 featured a story about the founding of NCCC. A nice way to start showcasing the upcoming 50th Anniversary.
- End of year annual appeal is ongoing. Thanks to all who have supported to date.

**Presentation on Diversity and Inclusion Plan Kim Irland, Dean of Student Life & College
Diversity Officer**

Kim Irland reviewed the College's Diversity and Inclusion Plan with the group. The report was filed with SUNY on November 1st. The vision statement is a strong element in the document. The plan also lists a number of action items the College will attempt to address in the years to come. Kim is hoping the working group members who developed the plan will continue to serve on the to-be-formed Diversity Task Force. The President thanked Kim and the working group for their hard work and the high quality document they produced in a short period of time.

New Business:

Barbara Dwyer shared with the group that the December meeting would begin at 11AM and that the public session would begin at noon.

Public Comment:

Chris Swinton and Justin Facticeau, student government representatives from Ticonderoga Student Government Association (SGA) joined the meeting. They expressed their appreciation of the College staff meeting with them about the extended hours pilot and understood that it will take some time to get the program implemented; hopefully in the Spring semester. Barbara Dwyer thanked the student leaders for attending the meeting and requested that the College invite the Saranac Lake SGA representatives to the December meeting and then the Malone SGA representatives to the January Board meeting. Perhaps then, the Board and all SGA representatives could meet at the February meeting and discuss the student trustee position on the Board.

Adjourn

Joe Costa made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously. The Board meeting was adjourned at 1:19 p.m.

Respectfully submitted,

Steve Tyrell
President

UNAPPROVED

- *PELL for High School Students*: Sarah Maroun has been reaching out to area principals with whom we met last summer regarding this program. We will expect to have some more information on student interest in the near future.
- *Career Services Coordinator*: No update.
- *Perkins*: No update.

★ **Continuing Education Planning**: No updates.

Respectfully submitted,

Joe

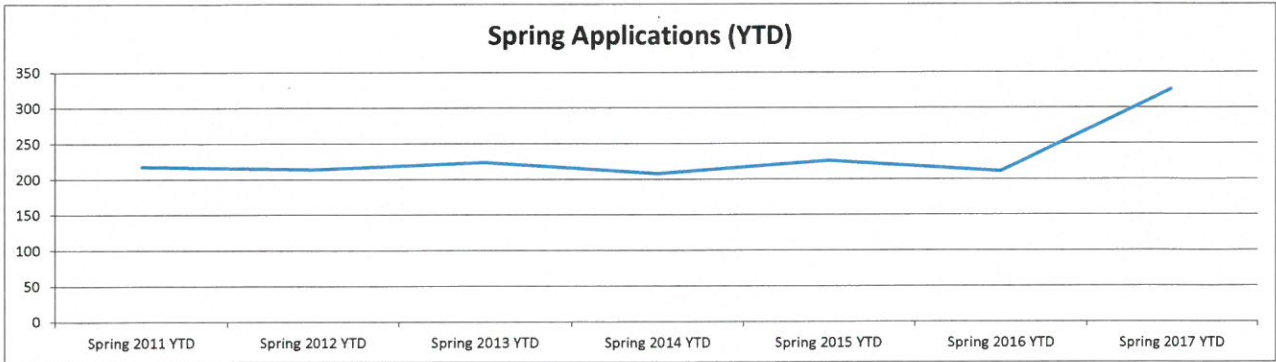
BOT December Report

12/6/2016
Admissions Dept.
Chris Tacea

Current Year: 2016

Data Date: 12/5/2016 *Rough estimate based on available data in CAMS

*as compared with 12/3/2015 prior year	Spring 2011 YTD	Spring 2012 YTD	Spring 2013 YTD	Spring 2014 YTD	Spring 2015 YTD	Spring 2016 YTD	Spring 2017 YTD	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016
Spring Applications (YTD)	218	214	224	208	226	211	326	462	399	308	249	258	309
Deposits	37	43	37	57	10	6	3	70	47	64	38	39	39
Admits	102	119	122	110	113	87	62	175	174	137	132	115	140
Wait List (Nursing, RAD)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Application Status	0	0	1	1	0	0	0	1	2	3	0	1	0
Received Applications Pending Review	31	2	1	2	34	17	192	42	9	8	2	19	9
Incomplete Applications	24	35	49	25	64	98	65	138	135	76	64	57	117
Application Withdrawn	16	8	6	10	0	0	3	17	20	16	8	23	2
Application Inactive	0	0	0	0	0	3	0	0	0	0	0	0	2
Application Rejected	8	7	8	3	5	0	1	19	12	4	5	4	0
Registered First Time, Transfer and Readmit	0	0	0	0	0	23	28	171	150	156	112	135	81



Breakouts YTD:	<u>Spring 2017</u>	<u>Spring 2016</u>	<u>#/% Difference</u>
Applications:	326	211	115/54.5%
Deposits:	3	6	-3/-50%
Admits:	62	87	-25/-28.7%
Incompletes:	65	98	-33/-33.7%

Breakouts Final:	<u>Spring 2016</u>	<u>Spring 2015</u>	<u>#/% Difference</u>
Applications:	309	258	51/19.8%
Deposits:	39	39	0/0%
Admits:	140	115	25/21.7%

New Student Registrations:	<u>Spring 2017</u>	<u>Spring 2016</u>	<u>#/% Difference</u>
November:			
SL	5	13	-8/-61.5%
ML	13	7	6/85.7%
Total	18	20	-2/-10%

December:			
SL		21	
ML		21	
Ti		7	
Total		49	

Grand Total:		69	
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Admissions Activities:

1. Finished up HS visits/BOCES fairs in the Tech-Valley
2. Meredith & Rachel in Syracuse for the Executive SUNYCAP meeting
3. Hosted another College Visit Day on the 18th
4. Participated in Saturday November 19th new student registration
5. Joe Akey has processed all 2nd chance PELL applications
6. New nursing applications due December 1st
7. Two P-Tech visits to NCCC
8. Rad-Tech supplemental applications are ready to launched
9. Marketing efforts for: Spring Registration, and 50th Anniversary are rolled out and public.

Financial Aid Report:

1. Scott Mitchell attended the national Federal Student Aid conference (attendance of 6k)
2. Review of 15-16 over packaging and over awards
3. Cleaning up Gainful Employment Report past due to the Feds
4. Completion of manual processing of FAFSA's for 2nd chance PELL
5. Set up CAMS for 17-18 processing
6. Communication out to returning students on 17-18 fafsa filing
7. One candidate interviewed on the 2nd for the Directors position

PSA:

Friendly reminder that weekly admission numbers, the enrollment action plan, high school/community college data/webinars, staff travel, and other useful enrollment resources are on Faculty SharePoint under the folder of Admissions.

President's Report to the Board of Trustees

December 8, 2016

Dr. Steve Tyrell

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

Date:	With:	Location:
November 29 th	Regional Community Colleges Council (rescheduled) - teleconference	Saranac Lake, NY
December 3 rd	World Luge Competition	Mt. Van Hoevenburg
December 6 th	50 th meeting of Saranac Lake Retirees Breakfast	Saranac Lake, NY
December 6 th	Check Disbursement Challenge Staff Thank You Lunch	Malone, NY
December 8 th	SeaComm Scholarship Donation	Malone, NY
December 8 th	Educational Session – Foundation	Malone, NY
December 10 th	New Student Registration	Saranac Lake, NY
December 12 th	Management Presentation – Division of Student Affairs – Alfred State College	Alfred, NY

- 2) **2017-18 State Budget Advocacy** – Assistant Vice Chancellor Josh Sager reported this week that State revenues are reportable down from what was projected for the 2016-17 fiscal year. Although State operated campuses were not expecting a mid-year; the State revenue shortfall could have a negative impact on the community college budget ask for 2017-18. We will need to continue to lobby our local State representatives to support our community college in the month of December and then into the Spring semester.
- 3) **Strategic Planning Process** – The College continue to move forward with strategic planning. Working Group teams have been drafting results and measurable outcomes for current Strategy Steps and have been sharing them with Community Groups (the Board of Trustees is one of seven community groups). Community Groups are encouraged to review these first drafts and provide feedback to the working groups. In addition, we will convene a College wide meeting on Tuesday, December 20th at 1:30PM. We will review progress on all drafts at that time and discuss next steps.
- 4) **Fall Enrollment and Positive Budget Condition** – President's Council reviewed the first draft of potential one-time and reoccurring expenditures that reflect some of the budgetary concerns raised over recent years at our November 18th meeting. Bob Farmer circulated this list to the College community for additional input last week.
- 5) **Lowe's Feasibility Study** – A draft report on the Lowe's feasibility study was sent to all faculty for review in October. The feasibility study explores the viability for creating a school of applied technology in the vacant Lowe's facility in Ticonderoga. The school of applied technology would provide career focused training and programs to meet any

demonstrated need in the region. The study determines the cost-effective to pursue this concept and if so, what would be the startup costs for a college to launch this initiative. Senate discussed the feasibility study at their November 17th meeting and requested a 2 hour open forum with faculty. The forum occurred on December 2nd. The Senate will take up this item at their December 9th meeting and I will be discussing these responses at the December 16th Board meeting. In mid-January, I will move the College community's response to this question into the final section of the draft report and we will send the report off to ESD in January 2017.

- 6) **Reporting Relationship for the Director of Financial Aid?** – At the November 17th meeting of the College Senate, the Senate voted to recommend that I not change the reporting relationship of the Director of Financial Aid. President's Council provided me with feedback on November 18th. There were great points made on all sides of this conversation. On December 1st, I rendered my decision on this matter and shared it with all President's Council members. I decided to move the reporting relationship to the Dean of Admissions largely because of the daily interaction between these two positions and that the Dean of Admissions is best positioned to conduct an effective performance evaluation of the financial aid position. This decision also does not change a previous decision from two years ago where I split the enrollment counselor positions into admissions and financial aid positions. That split will remain with two intact departments as we move forward.
- 7) **October 21st Report from the Senate's Committee on Campus & Student Life** – President's Council met on November 18th and December 2nd to continue its review of the recommendations contained in the committee's October report. I will provide a detailed update to College Senate on December 9th and then with the Board on December 16th. In the interim, we continue to move through the 14 recommendations and we will complete our review shortly.
- 8) **North Country Community College Council Update** – The regional council of three community colleges met on a conference call on November 29th. A final report from the regional council was forwarded to SUNY on December 2nd. A copy of our report is attached to this report. SUNY will forward our report to the Lt. Governor for her review and feedback in the months ahead.
- 9) **Search Updates** – As we approach the Board meeting on the 16th, we are close to completing a number of searches. Three candidates have been on campus for the Vice President for Academic Affairs search, two candidates for the Executive Assistant to the President and one candidate for the Director of Financial Aid. In addition, as Joe's report indicates, we have a number of faculty searches near completion. A number of personnel resolutions will be placed before the Board shortly in regard to decisions related to a number of these searches.

- 10) **Middle States Reaffirms NCCC Accreditation** – We were pleased to see our accreditation reaffirmed by Middle States. We have to complete a follow-up monitoring report on four key items by September 1, 2017. President’s Council members discussed this matter at the December 2nd meeting and we will be discussing next steps at the Senate meeting on December 9th and then with the Board on December 16th.

North Country Community College Council Plan – 2016

Portrait of Diversity: The North Country's community colleges provide a breadth and depth of educational choices.

I. OVERVIEW

The North Country is geographically the largest region in the State, covering 11,420 square miles and consisting of seven counties (Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, and St. Lawrence). The region's 433,193 residents make their home in communities spread evenly throughout the region, including Plattsburg, Saranac Lake, and Watertown. Approximately 7,500 North Country students attend Clinton Community College (CCC), Jefferson Community College (JCC), and North Country Community College (NCCC).

Bringing together the resources of SUNY's community colleges to drive economic development, the North Country Regional Council of Community College was established to:

- *develop program development, enrollment, and transfer goals on a regional basis;*
- *coordinate education and training program offerings within each defined region; and*
- *establish goals to improve student outcomes.*

The Council Members include:

Carole A. McCoy, President - Chair
Jefferson Community College
cmccoy@sunyjefferson.edu
(315) 786-2230

Lisa Shovan, Officer-in-Charge
Clinton Community College

Chris Ford, Faculty Representative
Clinton Community College

Jessica Rigby, Student
Clinton Community College

Nina D. Coolidge, Trustee
Clinton Community College

Steve Tyrell, President
North Country Community College

Stacey Mascia-Susice, Faculty Representative
North Country Community College

Genevieve Carrier-Fuller, Student
North Country Community College

Jerry Griffin, Trustee
North Country Community College

Lisa Weber, Trustee
Jefferson Community College

Kim Sell, Faculty Representative
Jefferson Community College

Cayla Ross, Student
Jefferson Community College

The Regional Council first meet on September 16, 2016. Chaired by Dr. Carole McCoy, President of Jefferson Community College, the inaugural meeting was attended by New York State Lieutenant Governor Kathy Hochul, SUNY's Director of Community College Support, Jennifer Miller, and representatives from the three community colleges. The Council had subsequent meetings on October 27, 2016 and November 29, 2016 to prepare the 2016 North Country Community College Council Plan.

The diversity of the North Country is reflected in the distinctiveness of the region's community colleges. There is strength in this diversity and value in working together to serve our region. The North Country Regional Council of Community Colleges respects the unique strengths of each campus and supports improved efficiency through collaboration.

Clinton Community College

Overlooking Lake Champlain, Clinton Community College is home to just over 2,400 students. The picturesque campus offers 13 A.A.S. career curricula, 8 transfer A.A. or A.S. curricula, and 7 certificate programs. This include 5 degrees and certificates that are offered 100% online, and 4 degree and certificates that are offered 50% online.

Clinton Community College proudly partners with local and regional economic development entities, such as The Development Corporation, North Country Chamber of Commerce, North Country Regional Economic Development Council and the North Country Regional Workforce Development Board. The College is poised to increase delivery of educational and training opportunities to business and industry and contribute to advancing economic growth for the region.

Clinton Community College currently offers seven core technical degree programs, three certificate programs, and non-credit advanced manufacturing and corporate training. The seven technology degrees offered at Clinton Community College are one of a kind programs in the North Country. The College provides the only such training (both credit programs and non-credit offerings) within a wide geographic area.

The Center for Community and Workforce Development

The Center for Community and Workforce Development (CCWD) plays an integral role in supporting local industry. The CCWD staff work directly with business and industry employers to offer a number of non-credit trainings that meet their workforce needs. Non-credit programming in 2014-2015 provided 1,839 student registrations for a total of 29,913 contact hours during that year. Of those, 226 registrations for a total of 5,047 contact hours were for business and industry customized contract trainings. The SUNY Workforce Development Grant, in collaboration with NCCC, supports non-credit training for the local industry.

SUNY 2020 Institute for Advanced Manufacturing

The SUNY 2020 Institute for Advanced Manufacturing is under construction and scheduled for opening fall 2017. The Institute for Advanced Manufacturing at CCC connects the community at large, educational institutions, and business and industry partners to a variety of workforce pathways. The credit and non-credit offerings, which will continue to evolve over time as regional needs shift, are critical to developing the workforce. The advanced manufacturing and technology industries require a continual upgrading of skills for the incumbent and new workforce.

Pathways to Technology Early College High School

In 2014, the college was awarded a \$2.5 million Pathways to Technology Early College High School (P-TECH) Department of Education grant. Our local school program name is Adirondack P-TECH and is housed within the Peru Central School District. Students in the program earn their high school diploma and prepare for higher education and/or career placement in technology and advanced manufacturing fields. Students enroll in one of the seven technology degree programs and three technology certificates offered at the College. Students in the P-TECH program will begin taking courses on-campus beginning fall 2017 at the same time the Institute for Advanced Manufacturing construction comes to a close.

IMPACTT: Innovative Manufacturing Partnerships: Advancing Careers through Technical Training

The IMPACTT program, which is coordinated at CCC, introduces Clinton County high school students to high tech jobs in advanced manufacturing by providing hands-on, project based learning, and career exploration. Since the program's inception, more than a dozen students each year, who were previously not college-bound, enroll in a CCC degree program following their participation in IMPACTT.

Jefferson Community College

Located only 15 minutes from Fort Drum, Jefferson Community College serves approximately 4,000 students per year including 1,000 military affiliated students. Jefferson students have access to robust student supports, such as the Jefferson Community School, and 17 A.A.S. career curricula, 15 transfer A.A. or A.S. curricula, and 9 certificate programs. Six degree programs are available entirely online. Jefferson students also have the opportunity to pursue bachelor's and advanced degrees in Watertown through partnerships with eight academic institutions that offer more than 17 degree programs.

Jefferson Community College prepares the North Country workforce for current and emerging employer needs by piloting innovative programming and actively seeking new opportunities.

Care Coordination Program

Since launching the Care Coordination Program in 2015, two cohorts totaling 40 students have completed the program. The program is intended to advance the skills and knowledge of existing care coordination professionals from hospitals, behavioral health facilities and/or other community-based settings to enhance the continuity of care across care settings, thus helping to deliver services to improve outcomes for patients, providers and payers.

Serving Veterans

Beginning in fall 2016, Jefferson is training transitioning soldiers as Natural Gas Technicians. The program was developed in partnership with National Grid and Con Edison. The training will allow the participants to sit for two industry-recognized certification examinations. National Grid and Con Edison have agreed to interview and hire all successful graduates of the program.

Lewis County Programming

Lewis County has the lowest Baccalaureate attainment rate in the State of New York and falls almost 20% below the statewide average. Jefferson is actively seeking opportunities to serve Lewis county residents. Possible programs:

- Workforce training for High School graduates
- Workforce training for adults and displaced workers
- Regional Advanced Mechanical Manufacturing Certificate Program
- Regional Dairy Manufacturing certificate program
- Certificate programs in production of Maple products, i.e., cookies, candies, etc.
- Techspace/Makerspace
- New York State Real Estate Salesperson Certification Exam Prep
- New York State Workforce Certified Insurance Salesperson Licensure Exam Prep

North Country Community College

As the only public college located in the Adirondack Park, North Country Community College serves a 3,500 square-mile area with three campuses (Saranac Lake, Malone, and

Ticonderoga). North Country offers 11 A.A.S. career curricula, 10 transfer A.A. or A.A.S. curricula, and 6 certificate programs. In addition, the college works closely with local High Schools. Students graduate High School with a cost-free A.A. or A.A.S. degree and are “first in line for jobs” with partnering employers. The College hosts two P-Tech programs which fast track high school students toward their career goals and an associate degree. Commencing in spring 2017, the college will implement a federally funded Second Chance degree program for incarcerated individuals in regional facilities.

North Country Community College, in conjunction with Clinton Community College, coordinates workforce training opportunities by largely focusing on the needs and demands put forth by the North County Workforce Investment Board. Nearly 700 individuals were trained over the last three years. Workforce training offerings were provided to:

- Adirondack Health
- Akwesasne Casino
- Crown Point Telecommunications
- Northline Utilities
- General Composites
- Alcoa
- Ti Consortium
- Agrimark McCadam
- Citizen Advocates
- Adirondack Medical Center
- Upstate Niagara Coop

As more grant funding is made available, NCCC will provide additional training to other unserved workforce training needs in the region.

II. CURRENT COLLABORATIONS

Although the geographic distance between the institutions is a barrier to partnerships, the North Country community colleges have consistently collaborated on academic program development. The three colleges have a long history of working together to expand access without duplicating costs and fracturing the market. Building on this collegial relationship, the Council members look forward to working together to address regional higher education needs.

III. FEEDBACK

Leveraging the campuses individual strengths, the Council requests State support in expanding access to high-demand programs. A robust and shared learning environment will improve access and better serve workforce demands. Sharing these programs is feasible with the necessary technical resources and increased program coordination.

As part of the planning process, the Council reviewed regional data in order to identify gaps in meeting workforce demand. Based on this review, specific high-demand programs include Chemical Dependency, Green Technology and Environmental Studies, Wilderness Recreation and Leadership, Computer Information Science, and EMS and Fire Protection.

Chemical Dependency: NCCC offers a Chemical Dependency Counseling A.A.S. degree, CCC offers an Alcohol/Substance Abuse Counseling Certificate, and JCC offers a Chemical Dependency A.A.S degree. NCCC and JCC graduates fulfill the NYS Office of Alcoholism and Substance Abuses Services requirements and are eligible to apply for status as a credentialed Alcoholism and Substance Abuse Counselor (CASAC) trainee. In addition, JCC has an online Chemical Dependency Certificate in the approval stages.

Chemical Dependency Occupations in the North Country				
Program	2015 Community College Grads*	Regional Openings (2015)	Median Hourly Earnings	Growth in Jobs (2015-2020)
Substance Abuse/Addiction Counseling	14	25	\$17.50	16%

**In 2016 Jefferson graduated 13 students. It is possible that the gap between the number of graduates and current regional openings has narrowed.*

Green Technology and Environmental Studies: The North Country provides an ideal classroom to study environmental issues. It is also part of the North Country Regional Economic Development Council's vision to "create the greenest energy economy in the State." A skilled workforce will be needed to support the development of local businesses around the production, distribution, and maintenance of clean energy systems.

CCC offers an Environmental Science A.S., Environmental Technology A.A.S., Renewable Energy Technologies A.A.S., and Wind Energy & Turbine Technology A.A.S degree. NCCC offers an Environmental Studies A.A. and an Environmental Science A.S. degree. Certificates are offered in Energy Technology (JCC), Renewable Energy Management (JCC), Renewable Energy Technologies (CCC), and Wind Turbine Service Technician (CCC).

Green Technology and Environmental Studies Occupations in the North Country				
Program	2015 Community College Grads	Regional Openings (2015)	Median Hourly Earnings	Growth in Jobs (2015-2020)
Natural Resources and Conservation	0	3	\$22.43	1%
Environmental Science	1	5	\$27.84	3%
Environmental Engineering Technology	0	0	\$18.45	1%
Environmental Control Technologies/Technicians	0	1	\$22.06	0%

Wilderness Recreation and Leadership: The North Country Regional Economic Development Council has identified travel and tourism as a principal growth sector. The Adirondacks, Lake Champlain, the 1000 Islands, Tug Hill and the St. Lawrence Seaway are popular destinations. The development of the tourism infrastructure, including a qualified workforce, is a strategic priority for the region.

NCCC offers Wilderness Recreation Leadership A.S. degree. The program includes applied learning through hands-on experiential learning, student research, internships and apprenticeships. Students earn the Wilderness First Responder certification, Lifeguard certification, Leave No Trace training and NYS Guide License.

Wilderness Recreation and Leadership Occupations in the North Country				
Program	2015 Community College Grads	Regional Openings (2015)	Median Hourly Earnings	Growth in Jobs (2015-2020)
Parks, Recreation and Leisure Facilities Management	4	17	\$10.92	6%

Parks, Recreation and Leisure Studies	0	18	\$10.93	6%
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Computer Information Science: CCC offers a fully online Computer Information Systems A.A.S. program. JCC offers a Computer Information Systems A.S. program.

Computer Information Science Occupations in the North Country				
Program	2015 Community College Grads	Regional Openings (2015)	Median Hourly Earnings	Growth in Jobs (2015-2020)
Computer and Information Science	4	22	\$31.43	5%
Information Science Studies	2	9	\$38.90	6%
Computer Support Specialist	0	9	\$18.19	3%
Computer Systems Technology	14	2	\$28.39	11%

Paramedic and Fire Protection: JCC offers a Fire Protection A.A.S. degree, Fire Protection Technology Certificate, and a Paramedic A.A.S. degree.

Paramedic and Fire Protection Occupations in the North Country				
Program	2015 Community College Grads	Regional Openings (2015)	Median Hourly Earnings	Growth in Jobs (2015-2020)
EMT Paramedic	10	22	\$14.81	28%
Fire Service Administration	4	2	\$51.90	3%
Firefighters	0	5	\$26.79	2%

IV. Regional Goals

The Council has identified the following opportunities for collaboration.

Program Development, Enrollment, and Transfer Goals for the Region

1. The Council will continue to review regional workforce data. This effort will support regional program, enrollment, and transfer goal setting.
 - A. Jefferson Community College subscribes to *Emsi* labor market information, which includes county-level information by industry, occupation, and postsecondary educational program. This information will be shared with the Council.
 - B. The Council will review current and emerging workforce needs as identified by the Regional Economic Development Council.

Coordinate Education and Training Program Offerings

1. The Council will evaluate opportunities to expand online offerings of high-demand programs.
2. The Council will consider course sharing for high-need and high-cost programs.
 - A. The Council will review established sharing models, such as the model used by the Hudson Valley Educational Consortium and the Herkimer and North Country health partnership.

Establish Goals to Improve Student Outcomes

1. The Council will seek to improve retention and graduation rates by exploring regional applied learning partnerships.

2. The Council will review best practices for serving Veterans, including opportunities to enhance entrepreneurship education.

V. Future Partnerships

In order to address workforce needs, the Council suggests several action steps to support the region's community colleges.

- Provide State aid for non-credit training. This supports a sustainable workforce training model that is not solely reliant on short-term grant funding.
- Support the technical infrastructure necessary to enable shared courses and expanded online offerings. This includes the telecommunications equipment, software, and support required to coordinate administrative efforts across a large geographic area.
- Waive the matching funds requirements from New York State workforce grant solicitations. Matching funds are not feasible for most employers and are a barrier to participation.
- Encourage SUNY community colleges to review cost and revenue sharing models for jointly-offered programs.
- Advocate for the timely announcement of SUNY2020 awards that will enable colleges to move forward with their workforce development plans.
- Provide innovation funds that support new workforce training initiatives, including new hires, equipment, and curriculum development.