

**BOARD OF TRUSTEES MEETING**  
**10:00 a.m., Friday, October 28, 2016**  
**Saranac Lake Campus**  
**AGENDA**

- I. Call to Order
- II. Oath of Office – Student Trustee
- III. Executive Session
- IV. Approval of September 23, 2016 minutes
- V. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- VI. College Reports
  - A. Board Chair
  - B. Interim Vice President for Academic Affairs
    - 1. *Resolution 2016-17-52: Approval of Business Program On-Line*
  - C. Dean of Admissions
    - 1. *Resolution 2016-17-50: Extension of interim appointment – Associate Director of Admissions*
    - 2. *Resolution 2016-17-51: Extension of interim appointment – Assistant Director of Admissions*
  - D. Interim Vice President for Administration & Fiscal Operations
    - 1. *Resolution 2016-17- 49: Bank name change*
    - 2. Facilities Capital Update
    - 3. Review of September 30, 2016 Financial Statement
  - E. President
  - F. Representative Reports
    - 1. NCCC Association
    - 2. NCCC Foundation
- VII. Old Business
- VIII. New Business
- IX. Public Comment\*
- X. Adjourn

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

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

**NORTH COUNTRY COMMUNITY COLLEGE  
BOARD OF TRUSTEES MINUTES  
September 23, 2016 – Saranac Lake Campus**

Board Members Present: Tim Burpoe, Barbara Dwyer, Jerry Griffin, Mary Irene Lee, Anne McDonald, Stephen Reed, Mary Kay Tulloch  
Excused: Mark Moeller  
Others Present: Dr. Steve Tyrell, Jan Brhel, Joe Keegan, Bob Farmer, Chris Tacea, Bruce Rowe (College Senate), Diana Fortune (NCCC Foundation), Shir Filler (Faculty), Lee Susice in Malone (NCCCAP)

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Chair, Barbara Dwyer, called the meeting to order at 9:59 a.m.

**Executive Session**

Mary Kay Tulloch made the motion to enter Executive Session at 10:00 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.*** Anne McDonald seconded the motion. The motion was passed unanimously. Steve Tyrell was invited in to join executive session at 11:00 a.m. Bob Farmer was invited to join executive session at 11:30 a.m.

Tim Burpoe made a motion to close Executive Session and enter into Open Session at 12:00 p.m. Jerry Griffin seconded the motion. The motion was passed unanimously.

**Approval of Minutes**

Stephen Reed made a motion to approve the August 25, 2016 minutes as submitted. Mary Irene Lee seconded the motion. The August 25, 2016 minutes were approved unanimously.

**College Senate**

Bruce Rowe gave a verbal report for Chuck VanAnden highlighting the following from Chuck's written report:

- The Executive Committee is Chuck VanAnden, Chair; Sarah Shoemaker, Vice Chair; Sarah Kilby, Secretary; Becky LaDue, Information Officer; Bruce Rowe, Immediate Past President and FCCC Representative; Micah Lamitie, Student Representative; Angela Brice, Committee Chair Representative; and Jerrad Dumont, Senator at Large.
- The College Senate committee lists will be reviewed to see if any committees might possibly be combined. Each committee will be making sure that the role of the committee is being followed.
- The Executive Committee is pleased with the interaction with Board of Trustees members. Barbara Dwyer stated that there will be a Board member at each College Senate meeting. It will not always be the same Board member.
- Bruce Rowe will be attending FCCC meeting at Jefferson CC Friday – Sunday, October 7-9<sup>th</sup>.

**NCCCAP**

Lee Susice was in attendance but didn't give a report.

**Board Chair Report**

Barbara Dwyer reported:

- She and Mary Irene Lee will be attending the NYCCT (New York Community College Trustees) meeting on Friday and Saturday, October 21 and 22.

- Stephen Reed was welcomed and introductions were made.
- There is still one Essex County vacancy on the Board. Barbara Dwyer will reach out to the Board of Supervisors after today's meeting.

### **Interim Vice President for Academic Affairs**

Joe Keegan reviewed his printed report and highlighted:

- This is week 3 of classes.
- The Rad. Tech lab is almost complete.
- Sarah Maroun has been leading the travel to various schools to register students for the College Bridge program.
- P-Tech program with St. Lawrence-Lewis BOCES (PACE) and FEH-BOCES (Northern Borders) are launched with 26 and 31 students respectively.
- Second Chance – work continues with FCI Ray Brook and NYS DOCCS. Looking forward to work with 3 state facilities soon.
- In response to Middle States and Strategic Planning, a meeting addressing an Academic Master Plan will begin in early October.

Mary Irene Lee recommended Resolution 2016/17-1 that the North Country Community College Board of Trustees hereby approves the appointment of Selena LeMay-Klippel with the duties assigned to the Campus Coordinator for the Ticonderoga campus effective September 1, 2016 on an interim basis that will expire August 31, 2017. Consistent with Schedule C of the CBA between the College and North Country Community College Association of Professionals (NCCCAP), the College will compensate Selina LeMay-Klippel an additional \$9,000 annually (over the course of her 164-day assignment) for the purpose of serving in the interim role. Selena LeMay-Klippel will continue as a 164-day employee during this one-year assignment. This position is currently funded in the 2016-2017 budget. Anne McDonald seconded the motion. The resolution was approved unanimously.

In response to a question from Mary Kay Tulloch regarding how well informed the high school guidance counselors are with information on North Country CC, Joe Keegan deferred to Chris Tacea who responded that admissions counselors meet with high schools three times a year. It was suggested that perhaps Guidance Counselors could be brought in as advisory group and NCCC students might go to area high schools to meet with students. If NCCC feels it is not being received well at any high school, it is our responsibility to let them know and work on ways to correct it. A press release will be sent out soon on students who received scholarships last year (52 students). In an effort to attract more local students to all three campus the College will look at changing the Franklin/Essex Scholarship requirements.

### **Dean of Admissions Report**

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

- Admits are up 4% over last year.
- New Student Registrations are up 22% over last year.
- In the 2<sup>nd</sup> year of Instant Admit Days, the College is up 65% from last year. This program will be continued next year, so there will be a three year trend to look at how well this program is working.
- Financial Aid: Currently still don't have a temporary Financial Aid person from FAS. The FISAP is done but not sent yet. Lisa Symonds has put the FISAP report together working with Scott Mitchell, Teresa Finch, Diane Crowe and Matt Sanchez (from Florida).
- Fall refunds go out to students after October 1<sup>st</sup>.
- The draft for the "new" view book was distributed to Board members to compare with previous years' view book.

**Vice President for Administration/CFO:**

- Bob Farmer distributed updated Financial Statements for August 31, 2016. Tim Burpoe suggested to set aside the vote on the August 31, 2016 Financial Statements until the next meeting. Anne McDonald seconded the motion. The motion was approved unanimously.
- Bob Farmer distributed an updated Financial Forecast for the 2015-2016 year. This report has been added to the Board packet and put on the website and will be reviewed again at the next meeting.
- An updated report was given on Capital Projects.
- Bond refinancing was discussed and will result in savings for both the Foundation and Association. There will be necessary meetings with Essex and Franklin counties on this.

Stephen Reed recommended Resolution 2016/17-2 that the North Country Community College Board of Trustees hereby approves the title change for Ericka Moody to accurately reflect her duties as the Payroll/Benefits Specialist. Jerry Griffin seconded the motion. The resolution was approved unanimously.

Stephen Reed recommended Resolution 2016/17-4 that the North Country Community College Board of Trustees hereby approves the contract between the College and FAS per the terms negotiated between the College and FAS. Anne McDonald seconded the motion. The resolution was approved unanimously.

**President's Report:**

Dr. Tyrell reviewed his printed report and highlighted:

- 2 Strategic Planning meeting have been held. While the process seems to be approved by most, there is a sense by some that process is moving too quickly. Dr. Tyrell will have something to the Board soon.
- Dr. Tyrell acknowledged the hard work by all College departments and employees for the successful Fall 2016 enrollment numbers.
- Stacey Mascia-Susice and Dr. Tyrell attended the first North Country Regional Council on Community Colleges. Due to a late change on the meeting date, Jerry Griffin was unable to attend.
- The Lowes Feasibility Study for Start UP NY will go before the faculty approval before it moves out further in the community.
- Kim Irland, Dean of Student Life, has begun working on the College's Diversity and Inclusion Plan, which will need to be to SUNY by November 1<sup>st</sup>.

Mary Kay Tulloch recommended Resolution 2016/17-3 that the North Country Community College Board of Trustees hereby approves the first time appointment of Kimberly Irland to the full-time, twelve month, 261 day exempt appointment as Dean of Student Life for a one year term effective September 6, 2016 at an annual salary of \$65,806 and a Rank of A3, Step 4. 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 twelve-month term and will not be renewed. Anne McDonald seconded the motion. The resolution was approved unanimously.

**NCCC Foundation:**

Diana Fortune reported:

- The Foundation is coordinating bringing the Joint Boards Educational Presentations program to each campus for the Fall Semester. Ticonderoga is scheduled for Thursday, October 20 from 9:30 – 10:30 a.m. The topic will be "Continuing Student Success: How NCCC Identifies and Addresses Challenges".
- Foundation's Newsletter will be published in mid-October, followed by the end-of-year Annual Fund Appeal in November.



- 50<sup>th</sup> Anniversary Planning continues to move forward. All Committee meeting notes and calendars are on the Faculty Portal for reference. Anyone interested in joining the 50<sup>th</sup> Campus Committees and Working Groups will be welcomed. Contact the Foundation office for meeting times and agendas.

**New Business:**

The February 2017 Board meeting will be moved to Thursday, February 23<sup>rd</sup>, 2017.

**Adjourn**

Mary Kay Tulloch made a motion to adjourn the meeting. Jerry Griffin seconded the motion. The motion was approved unanimously. The Board meeting was adjourned at 1:00 p.m.

Respectfully submitted,

Jan Brhel  
Recording Secretary

APPROVED  
October 28, 2016  
Moved by Mark Moeller, seconded by Mary Irene Lee  
6-0-0

**College Senate Report to Board of Trustees**  
**October 28, 2016**

Presented by Sarah Kilby, Senate Secretary

Bulleted Summary Report of October 21, 2016 Senate meeting:

- We voted to support FCCC endorsing the AAUP policy on Trigger Warnings
  - Excerpts from AAUP statement to explain if needed: *“A current threat to academic freedom in the classroom comes from a demand that teachers provide warnings in advance if assigned material contains anything that might trigger difficult emotional responses [PTSD] for students, or that challenges their values and beliefs... There are reasons, however, for concern that even voluntary use of trigger warnings included on syllabi may be counterproductive to the educational experience... Some discomfort is inevitable in classrooms if the goal is to expose students to new ideas, have them question beliefs they have taken for granted, grapple with ethical problems they have never considered, and, more generally, expand their horizons so as to become informed and responsible democratic citizens. Trigger warnings suggest that classrooms should offer protection and comfort rather than an intellectually challenging education... Instead of putting the onus for avoiding such responses [PTSD] on the teacher, cases of serious trauma should be referred to student health services.”*
- We also voted for administration to respond to the report from the Campus and Student Life Committee. They made several recommendations that have been in discussion for over a year and the Senate would like to know what progress has been made towards each item. It is not a formal resolution, more like a request for information to direct the CASL committee.
- We voted to pass some curriculum items: 1) Online business program and 2) Rad Tech course outlines
- Students in TI enjoyed meeting President Tyrell and are pleased to have extended campus hours using work study hours
- We discussed forming an Awards Committee for in-house and Chancellor’s Awards.
- We did not discuss the Lowe’s feasibility study, but members were charged with reading it over to discuss at a later date, to decide whether or not to move forward with it.
- We did discuss the reporting structure of the Director of Financial Aid, but did not vote on anything. Many members wanted to know what the preference of the parties involved was, and more about the pros and cons of each scenario.



## On Trigger Warnings

*This report was drafted by a subcommittee of Committee A on Academic Freedom and Tenure in August 2014 and has been approved by Committee A.*

A current threat to academic freedom in the classroom comes from a demand that teachers provide warnings in advance if assigned material contains anything that might trigger difficult emotional responses for students. This follows from earlier calls not to offend students' sensibilities by introducing material that challenges their values and beliefs. The specific call for "trigger warnings" began in the blogosphere as a caution about graphic descriptions of rape on feminist sites, and has now migrated to university campuses in the form of requirements or proposals that students be alerted to all manner of topics that some believe may deeply offend and even set off a post-traumatic stress disorder (PTSD) response in some individuals. Oberlin College's original policy (since tabled to allow for further debate in the face of faculty opposition) is an example of the range of possible trigger topics: "racism, classism, sexism, heterosexism, cissexism, ableism, and other issues of privilege and oppression." It went on to say that a novel like Chinua Achebe's *Things Fall Apart* might "trigger readers who have experienced racism, colonialism, religious persecution, violence, suicide and more." It further cautioned faculty to "[r]emove triggering material when it does not contribute directly to the course learning goals."

As one report noted, at Wellesley College students objected to "a sculpture of a man in his underwear because it might be a source of 'triggering thoughts regarding sexual assault.' While the [students'] petition acknowledged that the sculpture might not disturb everyone on campus, it insisted that we share a 'responsibility to pay attention to and attempt to answer the needs of all of our community members.' Even after the artist explained that the figure was supposed to be sleepwalking, students continued to insist it be moved indoors."\*

The presumption that students need to be protected rather than challenged in a classroom is at once infantilizing and anti-intellectual. It makes comfort a higher priority than intellectual engagement and—as the Oberlin list demonstrates—it singles out politically controversial topics like sex, race, class, capitalism, and colonialism for attention. Indeed, if such topics are associated with triggers, correctly or not, they are likely to be marginalized if not avoided altogether by faculty who fear complaints for offending or discomforting some of their students. Although all faculty are affected by potential charges of this kind, non-tenured and contingent faculty are particularly at risk. In this way the demand for trigger warnings creates a repressive, "chilly climate" for critical thinking in the classroom.

Our concern extends to academic libraries, the repositories of content spanning all cultures and types of expression. We think the statement of the American Library Association regarding "labeling and rating systems" applies to trigger warnings. "Prejudicial labels are designed to restrict access, based on a value judgment that the content, language, or theme of the material, or the background or views of the creator(s) of the material, render it inappropriate or offensive for all or certain groups of users....When labeling is an attempt to prejudice attitudes, it is a censor's tool."

Institutional requirements or even suggestions that faculty use trigger warnings interfere with faculty academic freedom in the choice of course materials and teaching methods. Faculty might feel pressured into notifying students about course content for fear that some students might find it disturbing. Of course there may be instances in which a teacher judges it necessary to alert students to potentially difficult material and that is his or her right. Administrative requirements are different from individual faculty decisions. Administration regulation constitutes interference with academic freedom; faculty judgment is a legitimate exercise of autonomy.

There are reasons, however, for concern that even voluntary use of trigger warnings included on syllabi may be counterproductive to the educational experience. Such trigger warnings conflate exceptional individual experience of trauma with the anticipation of trauma for an entire group, and assume that individuals will respond negatively to certain content. A trigger warning might lead a student to simply not read an assignment or it might elicit a response from students they otherwise would not have had, focusing them on one aspect of a text and thus precluding other reactions. If, for example, *The House of Mirth* or *Anna Karenina* carried a warning about suicide, students might overlook the other questions about wealth, love, deception, and existential anxiety that are what those books are actually about. Trigger warnings thus run the risk of reducing complex literary, historical, sociological and political insights to a few negative characterizations. By calling attention to certain content in a given work, trigger warnings also signal an expected response to the content (e.g., dismay, distress, disapproval), and eliminate the element of surprise and spontaneity that can enrich the reading experience and provide critical insight.

Some discomfort is inevitable in classrooms if the goal is to expose students to new ideas, have them question beliefs they have taken for granted, grapple with ethical problems they have never considered, and, more generally, expand their horizons so as to become informed and responsible democratic citizens. Trigger warnings suggest that classrooms should offer protection and comfort rather than an intellectually challenging education. They reduce students to vulnerable victims rather than full participants in the intellectual process of education. The effect is to stifle thought on the part of both teachers and students who fear to raise questions that might make others "uncomfortable."

The classroom is not the appropriate venue to treat PTSD, which is a medical condition that requires serious medical treatment. Trigger warnings are an inadequate and diversionary response. Medical research suggests that triggers for individuals can be unpredictable, dependent on

networks of association. So color, taste, smell, and sound may lead to flashbacks and panic attacks as often as the mention of actual forms of violence such as rape and war. The range of any student's sensitivity is thus impossible to anticipate. But if trigger warnings are required or expected, anything in a classroom that elicits a traumatic response could potentially expose teachers to all manner of discipline and punishment.

Instead of putting the onus for avoiding such responses on the teacher, cases of serious trauma should be referred to student health services. Faculty should, of course, be sensitive that such reactions may occur in their classrooms, but they should not be held responsible for them. Instead, as with other disabilities, a student diagnosed with PTSD should, in advance, agree on a plan for treatment with the relevant health advisors who, in some cases, may want to alert teachers to the presence of a trauma victim in their classroom. The Americans with Disabilities Act contains recommendations for reasonable accommodation to be made on an individual basis. This should be done without affecting other students' exposure to material that has educational value.

It is probably not coincidental that the call for trigger warnings comes at a time of increased attention to campus violence, especially to sexual assault that is often associated with the widespread abuse of alcohol. Trigger warnings are a way of displacing the problem, however, locating its solution in the classroom rather than in administrative attention to social behaviors that permit sexual violence to take place. Trigger warnings will not solve this problem, but only misdirect attention from it and, in the process, threaten the academic freedom of teachers and students whose classrooms should be open to difficult discussions, whatever form they take.

\*Jenny Jarvie, "Trigger Happy" at <http://www.newrepublic.com/article/116842/trigger-warnings-have-spread-blogs-college-classes-thats-bad>. Owing to an editorial oversight an earlier version of this statement failed to indicate the source of this paragraph.

Report Category: Standing Committee and Subcommittee Reports Academic Freedom, Tenure, and Due Process

Tags: Academic Freedom Committee A on Academic Freedom and Tenure



**Campus and Student Life Committee**  
**Co-Chairs: Tina LaMour and Angela Brice**  
**Report to Senate**  
**10/21/2016**

*In staying true to the Committee description "The Campus and Student Life Committee recommends policies affecting the quality of College life and establishes an environment conducive to learning" the committee has decided that the focus of our duties will be in making recommendations that firstly affect student lives, which should then positively affect all others on campus.*

**Request Senate Vote of Approval to move forward on the following items:**

1. **Tobacco-Free college** – Instituting a tobacco-free college is a two year process, so the CASL Committee recommends that the College move now to have this in place by fall 2018. This will include all tobacco and vaping products.
2. **Ongoing Shelter-in-Place Training** – this training has moved to the Safety Committee, however, the Campus and Student Life Committee recommends to the College that a policy be put in place that requires training at every student orientation.
3. **Following the "One College 3 Campuses" Motto**– the Campus and Student Life Committee recommends that the College put more effort in place to include ALL campuses for events such as:
  - The recent Transfer Fair (Recruitment Fair)
  - Candidates presenting for open positions where the only interview takes place on Saranac Lake campus, artist presentations etc....
4. **Improve Orientations** – the committee is recommending that the College form a task force to review current practices and recommend improvements. These recommendations should be presented to the college community prior to the end of fall '16 semester, so work can be implemented to have it in place for fall '17.
5. **Creation of Private, Gender-Neutral Bathrooms** – the committee is recommending that that the College provide at least one single-use bathroom on each campus.
6. **Lactation Areas** – the committee is recommending that the College create a Lactation Room on each campus that provides a space that is private and comfortable for the use of new mothers who are breastfeeding or need to express milk. This cannot be located in a restroom.
7. **Open Campus Opportunities** – the committee is recommending that the College provide more "Open" hours for all campuses. Students have requested buildings be open later hours and have asked for Saturday hours were they would be able to work on campus.

8. **BIT (Behavioral Intervention Team)** - the committee is recommending that the College approve the position of a counselor to travel between campuses to adequately deal with mental health issues, suicide, domestic violence, and similar student/staff issues. There needs to be confidential those affected may not be comfortable discussing issues with a professor or coordinator and most staff on campuses are not trained in identifying dangerous actions or words. If there is a prevention plan it needs to be disseminated to ALL staff. Is faculty involved and what is the training procedure? Not all on the committee were aware the BIT even existed.
9. **Academic Opportunities:** - the committee is recommending that the College, specifically the VPAA, investigate the following opportunities and missed applied learning opportunities and discuss with the College community what may be viable for departments.
  - **Provide Internships** – the committee is recommending that more opportunities for internships be available to students. There are a few programs that have internships as a requirement, but there are others that do not where an internship could be a viable option.
  - **Classes Offerings** – the committee is recommending that the VPAA investigate the following types of offerings per student requests:
    1. More evening classes and possibly weekends (or Saturdays)
    2. Enough night courses that could fill requirements for their degree
    3. More face to face classes during the summer – most are DL
  - **Hybrid Learning** – The committee is recommending that the VPAA provide more types of hybrid modalities, such as “Accelerated Learning” ie: every other Saturday, 8:00-4:00pm, during a semester. This would be a possible recruitment and retention option for students that work and non-trads.
10. **December graduations** – the committee is recommending that the College provide December graduation ceremonies on each campus. All students have a graduation fee, but some students cannot attend spring graduations, but pay the fee.
11. **Official Quiet Zones** – the committee is recommending that the College seek a more permanent area for the location of study carrels in Malone, currently located in an open area not conducive to studying.
12. **Improve Alumni Opportunities**– the committee recommends that the College expand on availability of resources that are usually housed in the Alumni Office. What is currently offered is one free transcript (normally \$7.00), but the Alumni Fee is \$7.00, making that “gift” a wash.
  - **What we are proposing:**
    1. Provide area job listings on “Alumni” page of the website
    2. The webpage could also be a place where alumni can update contact information and provide “news” on jobs, births, deaths and similar things
    3. Get-togethers (once or twice a year), which may improve alumni donations

4. Provide workshops such as interviewing skills, networking, writing resumes, mentorships, internships
13. **Parking issues in Malone:** the committee is recommending that the College Supervisor of the pertinent area review and correct the current parking issues on the Malone campus prior to snow falling, which magnifies the problem.
- **What we are proposing:**
    1. That "Security Officer" ticket the cars
    2. Officially designate smaller spots for motorcycles and larger spots for trucks
    3. All faculty, staff and maintenance (personal and work vehicles) park in the designated area in the back. Ultimately we need to look at when classes are scheduled – this was the solution to our perceived parking issues in the past.
14. **Food in Malone** – the committee is recommending that the College put forth more effort into finding a permanent solution to the lack of food on the Malone campus, which has been problematic for 8+ years. The committee also recommends that a more permanent solution be in place for the spring '17 semester.



**Academic Affairs  
Board of Trustees Report  
North Country Community College  
October 28<sup>th</sup>, 2016**

Greetings to you all,

It is hard to believe we are already past the midpoint of the semester. The faculty and staff have been busy with midterms, College Bridge Registration, Spring 17 schedule development and a host of other items. Please find updates from our area here:

- ★ **Rad Tech Lab:** The prep work for the lab has been completed and we anticipate a move of the equipment from Hodson to the new lab at the end of this week. By the time the Board meets, we expect to have the lab up and running. You'll hear a rousing cheer once that is completed!
- ★ **New Library Classroom:** Much of Facilities work has been focused on higher priority items and thus this remains a work in progress. We are awaiting the arrival of furniture and the final instructional technology additions to the room and expect to occupy the space in the near future.
- ★ **Professional Development:** After a few years of limited professional development funds and a scaling back by all parties to meet budget, we have been able to help support some conferences for folks. Thus far this semester, we've had faculty and staff attend the following:
  - SUNY Conf on Instruction and Technology                      SUNY Registrar's Association Conf
  - Fr. Cty Poverty Simulation    US Dept of Ed/Dual Enroll Conf
  - Northern NY Library Network    FCCC Plenary
- ★ **College Bridge:** College Bridge registration is completed for the Fall 16 semester. Sarah Maroun did an incredible job leading the College's efforts and had lots of support from faculty and staff members.
- ★ **Grants and Experiments:** Here is a brief update on our grants:
  - *P-Tech Programs* - Northern Borders had an open house last week and is planning a visit to our SL campus in early November. We are planning something similar with PACE.
  - *Second Chance:* We continue our work with partners at FCI and NYS DOCCS to implement the program. In early October, we met with prospective students in Adirondack and are working with our DOCCS colleagues to get into the Bare Hill and Franklin.
  - *PELL for High School Students:* No update. Sarah is out at a DOE conference this week in Louisville, KY.
  - *Career Services Coordinator:* Our new CSC, Jane Carpenter, continues her work connecting with the Department of Labor, One Work Source, area business councils and program chairs here at NCCC. She participated in the Pre-Allied Health Seminar and has been in several classes working with students.
  - *Perkins:* Aimed to strengthen career and technical education (CTE) programs, our Perkins allotment this year is focused on two areas: 1) supporting our Clinical Coordinator in Nursing and, 2) supporting the hiring of two Retention Specialists (one in Malone and the other in SL), building off of a model we developed with an earlier grant.





**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS There are students who would like to take more than 50% of their coursework in an online format, and

WHEREAS there are students in our service area seeking higher education but are place-bound or time-constrained, and

WHEREAS many of these students would transfer to baccalaureate programs once they have completed their degree, and

WHEREAS the Vice President of Academic Affairs and the Business Department concur, and

WHEREAS the Curriculum Committee and the College Senate approved offering the *AS Business Administration* program in an online format, and

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

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees approves the submission of a program proposal to SUNY and NYSED for NCCC to offer an *Associate in Science Degree in Business Administration* in a completely online format.

2016-17-52

MOTION: Stephen Reed

SECOND: Mary Irene Lee

ACTION: Motion Passed

Yeas: 6

Nays: 0

Abstentions: 0

DATE: October 28, 2016

**A.S. BUSINESS ADMINISTRATION**  
(HEGIS 5004)



<b>I. PROGRAM CORE COURSES (29 credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A. BUS 100 Business Organization and Management</b>	3		
<b>B. BUS 101 Financial Accounting</b>	4		
<b>C. BUS 102 Managerial Accounting</b>	4		
<b>D. BUS 203 Business Law I</b>	3		
<b>E. BUS 204 Business Law II</b>	3		
<b>F. CIS 130 Productivity Computing</b>	3		
<b>G. ECO 101 Intro Macroeconomics</b>	3		
<b>H. ECO 102 Intro Microeconomics</b>	3		
<b>I. BUS Elect.</b>	3		

<b>II. LIBERAL ARTS AND SCIENCE (25 credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
<b>A. Basic Communications (6 credits)</b>			
ENG 101 English Composition I	3		
ENG 102 or English Composition II	3		
ENG 222 Technical Writing			
<b>B. HUMANITIES (3 credits)</b> Any course on the list of SUNY approved General Education courses that meets the requirements for Humanities.			
1.	3		
<b>C. MATHEMATICS (3 credits)</b> Select from MAT 121 or higher (MAT 121 or MAT 129 recommended)			
1. MAT	3		
<b>D. NATURAL SCIENCE (4 credits)</b> Any course on the list of SUNY approved General Education courses that meets the requirement for Natural Science			
1.	4		
<b>E. GENERAL EDUCATION ELECTIVES (9 credits)</b> Two courses selected must meet any two (2) of the following General Education requirements: History, Experiential Art (includes Creative Writing and Drama), Foreign Language. All three (3) courses must be chosen from the list of SUNY approved General Education courses.			
1.	3		
2.	3		
3.	3		

<b>III. GENERAL ELECTIVES (9 Credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
Select any credit courses offered at the College (Note: ENG 100 & MAT 100 are General Electives)			
1.	3		
2.	3		
3.	3		

<b>IV. PHYSICAL HEALTH (1 Credits)</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>GRADE</b>
Select from: PED or HED courses			
1.			

**MINIMUM TOTAL CREDITS 64**

**Proposal:**

*AS Business Administration* (HEGIS 5004) is presently offered in an on-ground format on our Saranac Lake and Malone campuses. This proposal requests approval to offer the degree in an online format as well. The intention is not to supplant the on-ground program, but to supplement it. Over the last few years, student interest in online courses has increased, and this past year (15-16) the College saw the largest percentage of enrollment in online courses in the last five years, and possibly ever. We believe that there is an appetite for both business and online offerings for those who are not currently our students, especially those that are place-bound and/or non-traditional students whose lives do not permit attending at fixed days and times that the on-ground format requires. Additionally, we anticipate that some students who are matriculated in our existing program may wish to take more than 50% of their degree in an online format and this would permit that. Further, since many of courses in the *AS Business Administration* program core are required in the other four majors offered by Business Programs, it would allow flexibility to students outside of this major. It should be noted, as well, that offering *AS Business Administration* in this format would also allow a Business Programs degree to students in the Ticonderoga service area.

Academically, there are nine business courses in the core (eight specific courses and one elective) that will need to be offered online. Four of the specific courses have been offered online, as have several electives. Thus, we will be migrating the remaining four courses over to an online option as well. In terms of the broader liberal arts and general electives which support the core, the College offers a robust set of courses online, the overwhelming majority in the liberal arts, and with the constellation of those offerings, students could complete the degree in a timely fashion were we permitted to offer it online. One section of the existing program worksheet that will need to be further explored is that of Physical Health, since the current degree worksheet requires one credit of Physical Health (PED or HED), and there currently are no online one-credit HED offerings.

Technically, the adoption of MoodleRooms by the College, the approval of an online natural science lab offering by the Science Department and the supports, from both IT and AA, have helped to facilitate the transition to increased interest in online offerings. This was seen in the adoptions and approvals for online formats for the *AA Liberal Arts and Sciences: Humanities and Social Sciences* and the *Certificate in Gerontology*.

In terms of academic supports, the aforementioned new online programs helped move the College along in addressing tutoring, academic policies, new student orientation, and student advisement for online students. On March 11th, 2016 the NCCC Board of Trustees passed the College Senate's recommended new online policy which removed a 2.0 cumulative GPA requirement and ENG 101 English Comp I co-req thus making access to online offerings less restrictive. The new policy states:

*It is strongly recommended that students wishing to take an on-line course have a minimum GPA of 2.00 and be ENG 101 ready. Individual courses may have other prerequisites that the student must meet to be eligible for taking the course.*

We expect to benefit from the experience of the previously-approved online programs in the areas of tutoring and advisement.

In terms of budgetary implications, we anticipate that there will be minimal additional costs in the short run to offer this program online. As noted, at least half of the core courses already are offered online. We would need to be creative with our scheduling, adding an online option either concurrent with or in opposite semesters of when the course is offered on-ground. We envision this would add some costs as either adjunct or overload salaries. If we are successful in increasing enrollment, there will likely be a need for additional sections, the cost of which would be offset by the increases in revenue from the enrollment bump. It is as yet unclear whether additional administrative costs would be incurred for planning and oversight of the proposed online program.



**Board of Trustees Meeting**

10/28/2016

Admissions Report

Chris Tacea, Dean of Admissions

**Admissions Activities:**

1. NCCC College Fair was Oct. 6th, over 60 colleges/universities & 200 high school students attended . Big thanks to Meredith & Rachel!
2. Fall recruitment has already past the 1/2 way mark to date.
3. Saranac Lake Open House is Oct. 28th.
4. 2nd Educational Series Meeting with both Boards (Trustees & Foundation) Oct. 20th in Ti.
5. Marketing efforts for: Spring Registration, Fall Open House, and 50th Anniversary are rolled out and public.

**Financial Aid Report:**

1. FAS temp replacement for the directors position will be on campus Nov. 1st.
2. FISAP report was submitted prior to the deadline of Sept. 30th. Thank you Lisa S, and Scott H.
3. PELL & Direct Loans disbursements have been delivered to all campuses on time (middle of the month). Again another huge thanks to Lisa S, Scott M, and Scott H.
4. TAP eligibility audit has been completed by Shelly and Diane C. Thanks to both of you.
5. Joe Keegan, and myself have met with Adirondack State Correctional and are supporting FA training in FCI.
6. Bare Hill and Franklin Correctional are scheduled for the 27th to visit.
7. Posting for director of financial aid position has been national for a month and to date we have 5 active applications.
8. Scott, Teresa, and Diane are working closely w/myself in Matt's absence and have been great getting students serviced.

## NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

- WHEREAS the temporary, full-time, 221-day, exempt appointment of Meredith Chapman, in the position of Interim Associate Director of Admissions terminates on December 15, 2016,
- WHEREAS the Dean of Admissions recommends an extension for the temporary, full-time, 221-day, exempt appointment of Meredith Chapman to the position of Interim Associate Director of Admissions, at an annual salary of \$62,291.00 (Base salary 164 day - \$46,225.00; 221 day - \$62,291.00) at Rank A3 Step 6A through August 31, 2017,
- 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 Meredith Chapman to the position of Interim Associate Director of Admissions, at an annual salary of \$62,291.00 (Base salary 164 day - \$46,225.00; 221 day - \$62,291.00) at Rank A3 Step 6A through August 31, 2017. This position is currently funded in the 2016-2017 operating budget.

2016-17- 50

MOTION: Tim Burpoe

SECOND: Mark Moeller

ACTION: Motion passed

Yeas: 6

Nays: 0

Abstentions: 0

DATE: October 28, 2016

**MEREDITH D. CHAPMAN**  
**60 CHURCH ST • LAKE PLACID, NY 12946**  
315-525-8261 • mdchapman@nccc.edu

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**OBJECTIVE:**

To obtain a leadership role at North Country Community College in the area of Enrollment and Financial Aid that allows me to use my knowledge of higher education, communication and to be of service to the community.

**EDUCATION:**

SUNY Potsdam, B.A. Speech Communication, 2001.  
SUNY Plattsburgh, M.S. Leadership, *in progress*.

**PRIOR WORK EXPERIENCE:**

8/2006-present NCCC, Saranac Lake, NY; *Interim Assistant Director for Enrollment & Financial Aid.*

- General enrollment recruitment: high school fairs and visits, college programs, special events.
- Counsel prospective students/parents regarding college programs, services, and opportunities.
- Review and evaluate applications, including coordination of transcript review for Academic Competitiveness Grants.
- Admissions recruitment travel coordinator, assigning travel territories, fairs & special programs
- Participated in SUNY Directors of Admission meeting with SUNY Systems
- Financial Aid duties include a student caseload of approximately 625 students. Responsible for all aspects of packaging and verification, as well as loan counseling.
- Coordination of PELL grant- award, certification and reconciliation.
- Create and update admission materials such as viewbooks, program guides, and enrollment management surveys, advertising, marketing and correspondence.
- Supervise and train professional staff in Enrollment policies set by NCCC Board of Trustees and Financial Aid procedures per the FSA/IFAP/Dept of Ed guidelines.
- Supervise and train student workers for mailings, campus tours, and general office assistance.
- College Senate shared governance, Chair of Enrollment Committee.
- Serve on College Senate, Campus Planning Committees, Middle States Review sub-committee, Athlete Mentoring Program Committee, Residence Hall Committee, IT Task Force, Felony Admissions Review Committee and SUNYCAP elected Community College representative for SUNY College Admissions Professionals Executive Committee.

3/2006-8/2006 Oneida-Madison Electric Cooperative, Inc., Bouckville, NY; *Policy Operations Assistant.*

- Duties included office communication management, as well as coordinating the office staff with government representatives regarding public policy as it affected public energy cooperatives.
- Was responsible for marketing/branding, and the production & content of the monthly newsletter.

5/2001-2/2006 Hamilton CSD, Hamilton, NY; *Long-Term Substitute Athletic Director and Substitute Teacher.*

- Scheduled the facilities, games and securing the availability of officials. Also was responsible for game publications, and event management.
- Responsible for teaching lessons to all grade levels and subjects K-12. Handled classroom management and disciplining of children ranging in age from 5-18.
- Was awarded the Distinguished Community Award in 2003.

8/1998-5/2001 SUNY Potsdam Sports Information Office, Potsdam, NY; *Head Student Assistant.*

- Planned and published media guides for each of the 12 varsity sports; Writing and releasing press information. Preparation of game-day media material for athletic events at Maxcy Hall.
- Highly organizational coordination of other student workers for game day event management.

**OTHER WORK EXPERIENCE:**

2007-2009 *Head Coach Women's Softball, North Country Community College.*

2005 (summer) *Village of Hamilton, Recreation Department, Activities Director.*

**RELATED SKILLS:**

- Computer Skills: IFAP, EdExpress, EDConnect, ELMNet, NSLDS, HESC, All Microsoft office suite, PageMaker, CAMS, Quark Xpress, Stat Crew Programs
- First Aid, CPR and AED Trained

## 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 15, 2016,

WHEREAS the Dean of Admissions recommends an extension for the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt to the position of Interim Assistant Director of Admissions, at an annual salary of \$49,152.00 (Base salary 164 day - \$36,475.00; 221 day - \$49,152.00) at Rank A4 Step 3A through August 31, 2017

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, at an annual salary of \$49,152.00 (Base salary 164 day - \$36,475.00; 221 day - \$49,152.00) at Rank A4 Step 3A through August 31, 2017. This position is currently funded in the 2016-2017 operating budget.

2016-17-51

MOTION: Anne McDonald

SECOND: Mary Irene Lee

ACTION: Motion passed

Yeas: 6

Nays: 0

Abstentions: 0

DATE: October 28, 2016



## Rachel S. Gebhardt

Address: 3270 Fulton Avenue  
Central Square, New York  
13036

Phone: 315-857-4000

Email: rachelgeb@yahoo.com

### Education:

**2005-2009 Bachelor of Arts**  
**State University of New York at Potsdam; Potsdam, NY**  
B.A. in Art History  
Overall GPA: 3.25, Major GPA 3.55  
Clubs & Activities: Member of Kappa Pi (International Art Honors Society), EDUskates (Figure Skating Team), Member of Alpha Kappa Phi, Agonian Sorority

### Employment History:

**Apr 2006 – May 2009** Student Ambassador for State University of New York at Potsdam  
Admissions Office  
44 Pierrepoint Ave  
Potsdam, NY 13676  
Duties: giving tours and answering questions for potential students and families, calling and contacting prospective students, entering data into banner, helping with overall recruitment of potential applicants and students; beginning 2009: work as an Admissions Assistant with a full time counselor

**Oct 2008 – Mar 2009** Learn to Skate Director/Instructor  
Norwood/Norfolk Community Center  
Norfolk, NY  
Duties: Teaching kids ages 3 to 7 how to ice skate, organizing groups and overseeing advancement of each student

**July 2008-Aug 2008** Hostess at Sfoglia Restaurant  
130 Pleasant St  
Nantucket, MA 02554  
Duties: making reservations, seating customers, occasional bussing, taking care of any problems or issues brought to my attention by customers

- June 2008-Aug 2008** Student Intern at the Art Cabinet Nantucket  
2 Union Street  
Nantucket, MA 02554  
Duties: performing office duties including computer work,  
inventory of art work, packing, unpacking, handling and hanging  
art in the gallery, working closely with the owner and all clients  
and customers
- Aug 2002-Aug 2006** Water Park Attendant at Thunder Island Amusement Park  
14 Wilcox Rd  
Fulton, NY 13069  
Duties: Making sure all guests follow rules and are swimming  
safely, providing first aid when needed
- Dec 2004- Feb 2006** Ski Instructor at Labrador Mountain  
Route 91  
Truxton, NY 13158  
Duties: Teaching all ages (3 and up) how to ski correctly and  
safely.

**Special Skills:**

Extensive experience in customer service, working with computers and various software programs (including Microsoft Office and Banner) as well as working in a team environment

**References:**

Josh Bartell  
Admissions Counselor  
(315) 265-4832  
[barteljd@potsgdam.edu](mailto:barteljd@potsgdam.edu)

Erica Kaiser  
Assistant Director of Admissions  
(315) 265-4885  
[kaiserej@potsgdam.edu](mailto:kaiserej@potsgdam.edu)

Dr. Caroline Downing  
SUNY Potsdam Art History Professor and Director of General Education Program  
(315) 265-2368/ (315) 265-2138  
[downincj@potsgdam.edu](mailto:downincj@potsgdam.edu)

**North Country Community College**  
**CAPITAL PROJECTS 2016-2017**  
 October 28, 2016

NCCC Capital Funds as of May 31, 2016	
\$	528,670.29

Project Description	Budget	Project Cost (Actual)	
Back-up Generator and Electric Upgrades	\$ 200,000.00	\$ 220,270.51	
Underground Fuel Tank Removal	\$ 38,000.00	\$ 73,000.00	
New Boiler for Sparks Athletic Center	\$ 90,000.00	\$ 88,360.25	
Ventilation & Environment Control of Hodson Hall Basement	\$ 56,000.00	\$ -	
Shelter In Place	\$ 25,000.00	\$ -	
Hodson Hall - Hallway Carpeting	\$ 20,000.00	\$ 11,277.25	
Rad Tech Relocation	\$ -	\$ 24,903.61	TOTAL Project Cost (Actual)
	\$ 429,000.00	\$ 417,811.62	\$ 417,811.62

(REMAINING) NCCC Capital Balance:	\$ 110,858.67
2016-2017 County Sponsorship	\$ 100,000.00
2016-2017 <u>Estimated</u> Capital Chargebacks:	\$ 60,000.00
Prior-Unused County Sponsorship:	\$ 300,000.00
SUNY/NYS Match:	\$ 460,000.00

NCCC Capital Funds as of October 28, 2016	
\$	<b>1,030,858.67</b>

**North Country Community College**  
**CAPITAL PROJECTS 2017-2018**  
 October 28, 2016

<u>Project Description</u>	<u>Campus</u>	<u>Budget</u>	<u>NCCC</u>	<u>SUNY/STATE</u>
Campus Paving	SLK, MAL, TI	\$ 100,000.00	\$ 50,000.00	\$ 50,000.00
Maintenance Vehicle & Equipment Upgrades	SLK	\$ 200,000.00	\$ 100,000.00	\$ 100,000.00
Campus Improvements - Generator/HVAC	TI, MAL	\$ 80,000.00	\$ 40,000.00	\$ 40,000.00
Classroom Upgrades - New Desks	SLK, MAL, TI	\$ 100,000.00	\$ 50,000.00	\$ 50,000.00
Critical Maintenance & Facility Improvements	SLK, MAL, TI	\$ 640,000.00	\$ 320,000.00	\$ 320,000.00
		\$ 1,120,000.00	\$ 560,000.00	\$ 560,000.00



**NORTH COUNTRY COMMUNITY COLLEGE**

**Board of Trustees September 2016 Financial Report**

**North Country Community College**  
**Revenues & Expenditures**  
**September 30, 2016**

	Annual Budget	Actual YTD	Budget YTD	Budget Var YTD
<b>Revenues</b>				
Tuition & Fees	\$ 4,436,500	\$ 2,628,625	\$ 2,700,000	\$ (71,375)
Sponsors' Contribution	\$ 2,480,000	\$ 413,333	\$ 413,333	\$ -
Chargebacks	\$ 622,800	\$ 461,099	\$ 450,000	\$ 11,099
Out-of-State Tuition	\$ 596,750	\$ 275,138	\$ 280,000	\$ (4,862)
State Aid	\$ 3,787,682	\$ 1,049,031	\$ 1,050,000	\$ (969)
Offset To Expense	\$ -	\$ -	\$ -	\$ -
Contributions	\$ 947,450	\$ 5,847	\$ 10,000	\$ (4,153)
<b>Total Revenues</b>	<b>\$ 12,871,182</b>	<b>\$ 4,833,073</b>	<b>\$ 4,903,333</b>	<b>\$ (70,260)</b>
<b>Expenditures</b>				
Salaries	\$ 6,055,541	\$ 654,186	\$ 698,716	\$ (44,530)
Payroll Taxes	\$ 460,281	\$ 48,748	\$ 53,109	\$ (4,361)
Medical	\$ 1,547,849	\$ 113,116	\$ 120,000	\$ (6,884)
Retirement	\$ 570,716	\$ 54,400	\$ 47,560	\$ 6,840
Other	\$ 177,557	\$ 12,019	\$ 14,796	\$ (2,777)
Equipment	\$ 53,165	\$ 91,605	\$ 4,430	\$ 87,175
Facility Leases	\$ 1,456,200	\$ 108,500	\$ 121,350	\$ (12,850)
Utilities	\$ 510,300	\$ 14,220	\$ 42,525	\$ (28,305)
Maintenance	\$ 253,310	\$ 10,467	\$ 21,109	\$ (10,642)
Office & General Supplies	\$ 103,156	\$ 2,158	\$ 8,596	\$ (6,438)
Advertising	\$ 214,675	\$ 23,837	\$ 17,890	\$ 5,947
Professional Services	\$ 198,530	\$ 5,662	\$ 16,544	\$ (10,882)
Information Technology	\$ 154,162	\$ 5,176	\$ 12,847	\$ (7,671)
Library & Instructional Supplies	\$ 228,255	\$ 13,478	\$ 19,021	\$ (5,543)
Scholarships	\$ 340,000	\$ -	\$ 28,333	\$ (28,333)
Travel	\$ 184,075	\$ 19,289	\$ 15,340	\$ 3,949
Property & Liability Ins.	\$ 145,000	\$ -	\$ 12,083	\$ (12,083)
Miscellaneous	\$ 216,887	\$ 10,539	\$ 18,074	\$ (7,535)
<b>Total Expenditures</b>	<b>\$ 12,869,659</b>	<b>\$ 1,187,400</b>	<b>\$ 1,272,325</b>	<b>\$ (84,925)</b>
<b>Surplus / (Deficit)</b>	<b>\$ 1,523</b>	<b>\$ 3,645,673</b>	<b>\$ 3,631,008</b>	<b>\$ 14,665</b>



**North Country Community College  
Balance Sheet  
September 30, 2016**

		Balance September 30, 2016
<b>Assets</b>		
Cash	\$	2,884,944
Accounts Receivable	\$	3,537,479
Due From NCCC Association	\$	39,687
Due From NCCC Foundation	\$	370,436
Due From Other Funds	\$	478,915
Due From Governments	\$	2,264,180
Prepaid Expenses	\$	290,922
<b>Total Assets</b>	<b>\$</b>	<b>9,866,563</b>
<b>Liabilities</b>		
Accounts Payable	\$	108,339
Payroll & Benefits Liabilities	\$	89,591
Due to NCCC Association	\$	721,638
Due to NCCC Foundation	\$	125,563
Due to Other Funds	\$	347,436
Due to Retirement	\$	36,648
Compensated Absences	\$	277,365
Other Liabilities	\$	50,713
<b>Total Liabilities</b>	<b>\$</b>	<b>1,757,293</b>
<b>Fund Balance</b>	<b>\$</b>	<b>8,109,270</b>
<b>Total Liabilities &amp; Fund Balance</b>	<b>\$</b>	<b>9,866,563</b>

<b>Fund Balance Summary</b>		
Fund Balance as of 9/1/15	\$	3,242,410
YTD Results	\$	3,645,673
Fund Balance as of 09/30/16	\$	8,109,270

\* Previous Board of Trustees financial reports included a line item for "Other Post-Employment Benefits" that reflected our liability under GASB-45. Currently, NCCC would be responsible for \$4,014,424. It was taken out of the report as it does not affect the operations of the college and was not accurately illustrating the activity on the fund balance.

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the President recommends the approval of the Updated 2016-2017 annual appointments,

NOW, THEREFORE, BE IT

RESOLVED that the Board of Trustees of North Country Community College hereby approves the updated 2016-2017 annual appointments as follows:

Official Newspapers:

Adirondack Daily Enterprise  
Malone Telegram  
Press Republican  
The Sun  
Tupper Lake Press

Official Bank Depositories:

Community Bank, N.A.  
~~First Niagara Bank~~ Key Bank  
The National Bank and Trust Company

2016 – 17 - 49

MOTION: Stephen Reed  
SECOND: Anne McDonald  
ACTION: Motion passed  
Yeas: 6  
Nays: 0  
Abstentions: 0  
DATE: October 28, 2016

## President's Report to the Board of Trustees

October 19, 2016

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>
September 28 <sup>th</sup>	Northwood School Headmaster – Meet & Greet	Lake Placid, NY
September 29 <sup>th</sup>	Department of Environmental Conservation	Saranac Lake, NY
October 5 <sup>th</sup>	Foundation – bond refinancing	Saranac Lake, NY
October 6 <sup>th</sup>	Governor's Conference on Sustainability in the Adirondacks	Lake Placid, NY
October 7 <sup>th</sup>	Association – bond refinancing	Saranac Lake, NY
October 13 <sup>th</sup>	Planned Parenthood- MOU Review	Saranac Lake, NY
October 14 <sup>th</sup>	Business Department's Advisory Board	Saranac Lake, NY
October 18 <sup>th</sup>	Retirees Breakfast	Saranac Lake, NY
October 20 <sup>th</sup>	Student Government Meeting with College Leaders	Ticonderoga, NY
October 20 <sup>th</sup>	JMZ Architects – Master Plan Review	Glen Falls, NY
October 21 <sup>st</sup> -22 <sup>nd</sup>	NYCCT Annual Meeting	Cooperstown, NY
October 25 <sup>th</sup>	Saranac lake CEO's Luncheon	Paul Smiths, NY
October 26 <sup>th</sup>	ESSA Development Plan Meeting (FEH BOCES)	Malone, NY
October 27 <sup>th</sup>	North Country Regional Community Colleges Council (informal meeting)	Teleconference

- 2) **Strategic Planning** – The College continue to move forward with strategic planning. My thanks those individuals that have attended the various planning sessions over the last month. At the October 14<sup>th</sup> meeting, we completed a check-in on our mission, vision, and values statements. We will continue to review these institutional statements as the seven working groups get underway with drafting results and measurable outcomes for those Strategy Steps located in their Strategic Priority area.
- 3) **Fall Enrollment and Positive Budget Condition** – As a result of our Fall enrollment coming in far above what we budgeted; President Council discussed the current positive budget condition at the October 14<sup>th</sup> meeting. The Council agreed that we should compile a list of potential one-time and reoccurring expenditures that reflect some of the budgetary concerns raised over recent years and then we will ship out our list to the College community for additional feedback. Thereafter, we will circle back to the College community with an updated list for a broader College discussion later on in the fall semester/early Spring semester. It is our goal to collect this information and complete these discussions before Spring census day (around the mid-point of February). We also believe these discussions are timely in respect to department heads preparing their 2017-18 budget requests and with the strategic planning process underway.

- 4) **Lowe's Feasibility Study** – A draft report on the Lowe's feasibility study has been provided to the faculty for their review over the next few months. The feasibility study explores the viability for creating a school of applied technology in the vacant Lowe's facility in Ticonderoga. The school 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 to launch this initiative. I invite all to review the draft report and provide comments on how we can improve the draft before we send it to Empire State Development (ESD) in mid-January. ***Equally important, we need to hear from you on whether this College can pursue this concept further irrespective of the results of the feasibility study. The answer to that question rests with the faculty.*** 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.
  
- 5) **Diversity and Inclusion Plan** – Kim Irland sent out some draft materials to the College community in mid-October regarding our institutional diversity and inclusion plan. Kim and her working group are finalizing their draft for my review the week of the 24<sup>th</sup>.
  
- 6) **Reporting Relationship for the Director of Financial Aid?** – Last spring semester, management was approached by the director of financial aid regarding his reporting relationship. Matt felt it made more sense to him that he report to the dean of admissions vs. the position of the vice president for administration. Over two years ago, I asked College Senate to provide me with their feedback regarding two questions related to the structure of enrollment management. They were:
  - a. *Should the College hire a dean of admissions or a vice president for enrollment management?* – the Senate voted in favor of a dean of admissions position and we hired Chris Tacea months later as the new dean.
  
  - b. *Should we split the enrollment counselor position into separate admissions position and financial aid positions?* Senate voted to split the position into two departments and we enacted that split on December 2014. The departments have functioned separately since then, but as we know they work closely with each other on a daily basis.

Matt's request for a change in supervision last Spring remains a legitimate one. I feel management needs to answer that question before we begin interviewing candidates for the vacant financial aid position. Before I make any final decision on this question, I have invited Senate's feedback on this matter. Chuck also asked me to outline a few of the pros and cons regarding the reporting relationship for the director of financial aid:

[Pros and Cons - if the new Director of Financial Aid reports to the Dean of Admissions:](#) -

Pros: for nearly two years, the director of financial aid has worked side by side the dean of admissions. This interaction has led to improved coordination of recruitment and retention functions associated with both offices. Let me be clear here; the coordination has worked well because the staff in each department has distinctly separate tasks they focus on a daily



basis while the dean and director coordinate the work flow between the two departments.

Cons: the one concern shared with me is whether the change in reporting relationship would lead to a slippage to blend all of these positions in the current two departments back into one department in the future. Management does not support any movement toward blending the two departments into one in the future – as we believe that would be a mistake after the work that has been accomplished in both departments over the past two years. But it is a concern has been expressed and I thought you should be aware of it.

[Pros and Cons – if the new Director of Financial Aid reports to the Vice President of Administration](#) – Pros – the director of financial aid regularly coordinates work activities with the director of business affairs (in the administration area) and the registrar (in academic affairs). Cons - for nearly two years, the director of financial aid has had minimal work coordination with the office of the vice president of administration.

I will receive feedback from Senate and then I will proceed from there.

- 7) **Searches** – There are a few position searches underway. Included in those searches are the vice president for academic affairs, the director of financial aid and the executive assistant to the president. My thanks to all who serve on the search committees we coordinate throughout the academic year.