



## Board of Trustees Meeting Agenda

Date: Friday, August 30<sup>th</sup>, 2019

Time: 11:00 a.m.

Location: Saranac Lake Campus

Room: HH-105

- I. Call to Order
- II. Approval July 2019 Minutes
- III. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- IV. College Reports
  - A. Board Chair
  - B. Interim Vice President for Academic Affairs
  - C. Interim Vice President for Enrollment Management
    - o Resolution 2018-19 | #47 Appointment: Asst. Professor, Science Department
  - D. Vice President for Administration & Fiscal Operations
    - o July 2019 Financials
  - E. President
    - o Resolution 2018-19 | #49 Appointment: VP of Marketing and Enrollment Services
  - F. Representative Reports
    - o NCCC Association
    - o NCCC Foundation
- V. Old Business
  - A. Board of Trustees By-Laws
- VI. New Business
- VII. Public Comment\*
- VIII. Executive Session
- IX. Adjourn

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

**NORTH COUNTRY COMMUNITY COLLEGE**  
**BOARD OF TRUSTEES MINUTES**  
*Thursday, July 25, 2019 | Saranac Lake Campus*

**Board Members Present:** Steve Reed, Tim Burpoe, Mary Irene Lee, Pete Suttmeier, Jerry Griffin, Mark Moeller, Anne McDonald and Dan Kelleher.

**Others Present:** Joe Keegan, Stacie Hurwitch, Bob Farmer, Sarah Maroun, Diana Fortune, Erik Harvey, Chris Knight, Amy Tuthill, David St. Germain, Lisa Symonds

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

**Meeting Minutes**

Anne McDonald moved to approve the May 2019 meeting minutes as they were shared. Mary Irene Lee seconded the motion. The May 2019 meeting minutes were approved unanimously. (8-0-0).

Mark Moeller moved to approve the June 2019 meeting minutes as they were shared. Tim Burpoe seconded the motion. The June 2019 meeting minutes were approved unanimously. (8-0-0).

**College Senate**

None

**NCCCAP**

None

**CSEA**

None

**Board Chair Report**

Steve Reed reported:

- Both Steve Reed and Pete Suttmeier continue to work on updating by-laws.

**Interim Vice President for Academic Affairs**

Sarah Maroun reported:

- Registrations coming up again and will be held on all three campuses. Currently the applications are trending on all three campuses when compared to this time last year.
- Akwesasne classes will be coming up in Fall 2019. Amy Tuthill is visiting regularly and students are signing up on instant admit days offered on the reservation.
- Workforce Development grant through SUNY is moving forward.
- Teacher Ed Track currently resides with SUNY for review and approval.
- Pottery studio continuing education courses have been well received as has the Ticonderoga summer lecture sessions.
- Massage Therapy, Human Services, Chemical Dependency programs are currently completing a program review.
- Two more reports are due to MSCHE – a monitoring report September 1<sup>st</sup>, 2019 and a Self-Study Design sometime in the fall semester. The 2-year self-study design has already started and will be underway soon. Additionally, the College has a new liaison with Middle States.
- Luke Hudak will continue to take on more responsibilities regarding College Bridge as Sarah phases into her new position.
- Professional Development is slated for August 12th and 13th the theme is geared towards increasing student success. Faculty per diem will be given and it is open to any Faculty interested in joining the sessions.

- Sarah Kilby is doing exceptional work with 2<sup>nd</sup> Chance Pell program – approximately 160 students are registering for Fall 2019.
- First group of high school students participating in the P-Tech program will be seniors this year; they'll join NCCC 2020-21.

### **Interim Vice President for Enrollment Management**

Joe Keegan spoke in Alex Parnia's absence:

- Enrollment trending on par with last year. There are students still in the process of being registered, such as athletes, adult learners, and Akwesasne students. Students can hop in at any point with the offerings of the 8 week courses. The board briefly spoke of these new opportunities that NCCC will be offering.
- AS Business Administration Online initiative in Ticonderoga – event was successful and well received.
- The board discussed the numbers of applications and the possible reasons for the jump in applications.
- There is a waiting list on the dorms, NCCC and the Association are finding creative ways to help students find appropriate accommodations.

*The board recommended the following resolution:*

Gerry Griffin recommended resolution 2018/19 |43 that the North Country Community College Board of Trustees hereby approves the secondary temporary appointment of Amy Tuthill to the full time, twelve-month exempt position as Associate Director of Recruitment for Adult Learners, for 2019/2020 academic year at an annual salary of \$54,522. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0).

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

Bob Farmer shared with the board the current forecast for the college and highlighted the report.

- Bob explained the differences between June's forecast and the one he shared today.
- Student salaries in the last 3 years had been light. This year the College had an increase of \$60,000, which is 25% of the cost shared with the work-study grant that reimburses 75%.
- The board discussed the unexpected costs that were needed this fiscal year and how the College could better predict these monies in future budgets. As it stands this year, the deficit without the additional unexpected expenses would have been significantly lower.
- The board discussed ways to better notify them of anticipated big ticket items the College will need for each fiscal year.

Tim Burpoe moved to approve the June 2019 financials as they were shared and presented. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0).

*The board recommended the following resolution:*

Anne McDonald recommended resolution 2018/19 |44 that the North Country Community College Board of Trustees hereby approves the secondary temporary appointment of Terrence Kemp to the full time, twelve-month exempt position as Academic Technology Coordinator, for 2019/2020 academic year at an annual salary of \$59,828. Dan Kelleher seconded the motion. The motion was approved unanimously (8-0-0).

*The board discussed and recommended the following resolution brought to the floor:*

Tim Burpoe recommended resolution 2018/19 |47 that the North Country Community College Board of Trustees hereby approves the 2019-20 fee schedule be modified to include an additional science lab fee of \$20.00 per student lab to offset the costs of the Lab Technology Position. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

### **President's Report:**

Joe Keegan reported:

- First month has been geared toward networking with local businesses and legislators. They have been helpful conversations and positive comments were received regarding the College.
- Essex County passed the College's 19-20 budget. The supervisors have expressed that they have been pleased with the progress of the College.
- Franklin County passed the CSEA Collective Bargaining Agreement and we are waiting for Essex County to pass.
- Board appointments were discussed regarding board members who are up on their terms.
- Joe Keegan updated the board on the progress of the previously explored Path to Potsdam program. According to State Ed Law, SUNY Canton has the right to review and support the program prior to it starting. The board discussed the program and how NCCC can help move it forward. There is added value for SUNY both at the College and System level, if this program moves forward.

*The board recommended the following resolution:*

Mark Moeller recommended resolution 2018/19 |44 that the North Country Community College Board of Trustees hereby approves the temporary appointment, of Sarah Maroun, to the full-time, management confidential appointment as Vice President for Academic Affairs, effective July 22, 2019, at an annual salary of \$115,000. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

*The board recommended the following resolution:*

Jerry Griffin recommended resolution 2018/19 |45 that the North Country Community College Board of Trustees hereby approves the temporary appointment of Michele Pearsall to the full time, nine-month (164-day) exempt position as Coordinator of Wellness and Support Services, for the 2019/2020 academic year at an annual salary of \$41,260. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0).

**NCCC Association:**

None

**NCCC Foundation:**

Diana Fortune reported:

- Busy summer with public outreach and fundraising efforts.
- There are 3 events coming up in the Fall 2019 working with area chamber of commerce.
- Chris Knight highlighted the event where it's focus is welcoming Joe Keegan to the College as the new president and unveiling a rebranding. More information will be shared with the board as details are solidified.

**Old Business**

None

**New Business**

Annual board position appointments were brought to the floor. They were discussed and voted upon:

- Jerry Griffin nominated Stephen Reed to continue serving as Board Chair. Mark Moeller seconded the nomination. The nomination was approved (7-0-1). Abstention by Stephen Reed.
- Mary Irene Lee nominated Tim Burpoe to continue serving as Vice Chair. Anne McDonald seconded the nomination. The nomination was approved (7-0-1). Abstention made by Tim Burpoe.

**Executive Session**

Tim Burpoe made the motion to enter Executive Session at 11:54 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 (8-0-0). Joe Keegan was invited to join the meeting at 11:55 a.m.

Tim Burpoe made a motion to adjourn executive session at 12:29 p.m. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0).

**Adjourn**

Tim Burpoe made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 12:29 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "SG Hurwitch". The signature is written in a cursive, flowing style.

Stacie G. Hurwitch  
Assistant Secretary to the Board of Trustees

DRAFT

Friday, August 30, 2019

Motion:

Second:

Action:



**Academic Affairs**  
**North Country Community College**  
**VPAA Report to the Board of Trustees**  
**August 30, 2019**

On behalf of the faculty and staff in Academic Affairs, please find an update from items in the Academic Affairs area.

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

- **Fall 19 Registration**
  - Fall 19 registration is mostly complete. The add/drop period will continue until the end of the day on Friday, August 30<sup>th</sup>.
- **Academic Planning**
  - *Non-traditional Students – Quarter Course Proposals:* We will continue to target non-traditional populations and identify courses and programs that may lend themselves to a quarter-course format.
  - *St. Joe's Proposal:* We will continue to work with St. Joe's to identify employees who would like to begin or continue their studies in *Liberal Arts* and *Human Services*-related areas.
  - *Transition to Blackboard:* Training for Blackboard occurred through the summer and will continue on an ongoing basis throughout the fall semester. Training for students happened at all three campuses during orientation on Friday, August 23<sup>rd</sup>. Both faculty and student online orientation courses are available online, so if people are not able to attend an on-campus session, they may do so remotely.
  - *Workforce Development / Continuing Ed:* We are continuing to see interest in the grant opportunity and, thanks to SUNY, have been able to keep it going.
  - *St. Regis Mohawk Tribe:* We have had some great turnouts for the registrations at Akwesasne and the two courses offered there are at 20 (CIS 130: Productivity Computing) and 16 students (ENG 101: English Composition I).
- **Academic Programs:**
  - *AA Lib Arts and Sciences – Hum/Soc Science – Early Childhood/Childhood Teacher Ed Track –* The proposal was sent to SUNY earlier this month and we have been working with them to finalize the proposal.
  - *Advanced EMT:* We are awaiting Mountain Lakes EMS to review the updated agreement which we need for NYSED to approve the proposal.
  - *PN and RN Self-Study:* NYSED sent a notice that all six of our Nursing programs are re-registered with the State of New York. We also received word that the magazine *Nursing Explorer* ranked NCCC's PN program: #7 out of 105 programs in NY and the RN was ranked #13 in 105 programs.
  - *Licensure Exams:*
    - We had a 100% pass rate for our class of 2019 Rad Tech graduates! The National pass rate is 89.4.
    - For the 2<sup>nd</sup> quarter report (ending on June 30):
      - PN Pass rates: 88% for all 3 campuses
      - ADN Pass rates: 85% for all 3 campuses
- **Continuing Education:**
  - *Swim Lessons:* Swim lessons are very popular and in some age groups the courses are full.
  - *Pottery:* The Art Dept. will continue to partner with Craigarden this fall to run CLL courses in our SL pottery studio. The courses have been quite popular.
- **Middle States / Assessment of Student Learning:**
  - Three program reviews are underway this upcoming academic year: *AAS Radiologic Technology, AAS Chemical Dependency Counseling, and AAS Human*

Services.

- We have been working on the Self-Study Design draft and will have a visit from our MSCHE liaison on September 26th.
  - We have a new liaison, Dr. Robert A. Bonfiglio, most recently of SUNY Geneseo, who joined the MSCHE staff last week. Dr. Bonfiglio will be the liaison we work with on our self-study and other related MSCHE actions.
- We are turning our attention to the monitoring report due to Middle States by September 1, 2019 which documents (1) *sustainability of implemented corrective measures (Standard V Educational Effectiveness Assessment and Standard VI Planning, Resources, and Institutional Improvement)*; (2) *use of assessment results to improve educational effectiveness (Standard V)*; and (3) *improved financial viability and sustainability (Standard VI)*.
- **College Bridge:** Luke Hudak will be the primary contact for all of our dual enrollment courses this year. He's done an excellent job working with principals, guidance counselors, and instructors. Our goals for this upcoming academic year include a number of items: 1) Blackboard course for all dual-enrollment faculty that will be a resource for all Bridge-related documents and important information regarding courses and any updates at NCCC, 2) an on-campus professional development day in the latter part of October, and 3) webinars discussing expectations around assessment of our general education courses taught in the high schools.
- **Professional Development:** We had On Course workshop on August 12-13, 2019, at Paul Smith's College. In addition to 13 NCCC faculty, we drew from ten other SUNY schools around the state. SUNY also helped to sponsor the workshop!
- **Academic Policies:** There is nothing to report in this area.

★ **Faculty/Staff Appointments:**

We have one additional temporary full-time position for your consideration:

- Dr. Peter Sayles, Asst Professor of Biology – temporary appointment.
- Dr. Selina LeMay-Klippel, Coordinator for CTE Program and Curriculum Development

★ **Grants and Experiments:**

Here is a brief update on our grants:

- *Second Chance:* The Fall 19 semester will be underway soon at FCI Ray Brook, Bare Hill and Franklin. Classes will begin a bit later than the on-campus courses, with a September 6<sup>th</sup> start date.
- *P-TECH Programs* – Our P-TECH students will return to campus in early September.
- *Perkins:* \$157,000 in Perkins which is allowing us to fund the Career Services Coordinator, Retention Specialists, and our new Coordinator for CTE Program and Curriculum Development.

Respectfully submitted,

Sarah Maroun

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the temporary appointment of Peter Sayles, to the full-time, exempt appointment as Assistant Professor for the Science Department, for the Fall 2019 semester, at a pro-rated salary of \$25,619.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Peter Sayles, to the full-time, exempt appointment as Assistant Professor for the Science Department, for the Fall 2019 semester, at a pro-rated salary of \$25,619.

This position is currently funded in the 2019/20 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the Fall 2019 semester and will not be renewed.

2018-19 | #47

August 30, 2019

Motion:

Seconded:

Action:





August 13, 2019

Peter Sayles  
53 Ironwood Way  
Saranac Lake, NY 12983

Dear Peter:

Pending approval by the North Country Community College Board of Trustees at their August 30, 2019 meeting, I am pleased to offer you a temporary, full time, exempt appointment as Assistant Professor for the Science Department for the fall 2019 semester. Faculty members are expected to report on August 21, 2019. Your department chair and immediate supervisor is Judy Steinberg, Professor. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 16 on Schedule C of the 2019-2021 CBA, which is \$51,870. Your per-diem rate based on 164 days is \$316.28. As this appointment is for the fall 19 semester, which as 81 days, your total wage for this appointment is \$25,619.

Additionally, the College will pay 90% of your retiree health benefits for the months of September – December 2019. Please contact Ericka Moody, HR Associate, at ext 1373 to discuss this and to review other potential benefits awarded to you for the fall 2019 semester.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 23, 2019.

Sincerely,

A handwritten signature in black ink that reads "Joe Keegan" with a horizontal line extending to the right.

Joe Keegan,  
President

cc: Personnel/Payroll File

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date



## Monthly Marketing and Enrollment Report- August 30, 2019

Following is a summary of marketing and enrollment report for Fall 2019. We are about to conclude our fall recruitment cycle and it looks like we will be leveled off as last year's numbers with 4 to 5 percentage down from last year. application pool fell behind last year; however, our conversion rate went up.

Considering major drops in enrollment anywhere from -5% to -18% in most of SUNY Community Colleges, we have been able to hold our grounds. In order to meet the overall FTE numbers, the College must continue to recruit adult students throughout the year and online programs.

**\*\*Compared with 8/24/2018 prior year**

Current Year: 2019

Data Date: 8/21/2019 \*Rough estimate based on available data in CAMS

	Fall 2011 YTD	Fall 2012 YTD	Fall 2013 YTD	Fall 2014 YTD	Fall 2015 YTD	Fall 2016 YTD	Fall 2017 YTD	Fall 2018 YTD	Fall 2019 YTD	Fall 2011 Final	Fall 2012 Final	Fall 2013 Final	Fall 2015 Final	Fall 2015 Final	Fall 2016 Final	Fall 2017 Final	Fall 2018 Final
Fall Applications (YTD)	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802	1,713	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802
Deposits	449	479	351	481	472	533	451	405	390	449	479	351	481	472	533	451	405
Admits	696	653	771	797	694	762	724	522	572	696	653	771	797	694	762	724	522
Wait List (Nursing, RAD)	27	4	24	38	63	39	59	17	49	27	4	24	38	63	39	59	17
Other Application Status	16	253	32	3	1	3	0	0	0	16	253	32	3	1	3	0	0
Apps Pending Review	2	4	9	1	24	7	4	8	12	2	4	9	1	24	7	4	8
Incomplete Applications	170	217	390	14	233	342	322	597	367	170	217	390	14	233	342	322	597
Application Withdrawn	131	109	76	581	181	68	74	237	321	131	109	76	581	181	68	74	237
Inactive Application	0	0	0	0	0	167	260	12	1	0	0	0	0	0	167	260	12
Application Rejected	352	21	20	6	214	6	4	4	1	352	21	20	6	214	6	4	4
Registered First Time, Trans	628	640	510	575	469	443	456	426	*455	628	640	510	575	469	443	456	426

\*unverified data

### Just-in-Time Registration

With input and collaboration with the Academic leadership, we started a new process where interested admitted students can registration at will. Sarah Kilby has been very helpful, and she made herself available to register students throughout the summer. We registered more than 25 students as of result of this process.

## College Bridge Conversion –

Seniors in Bridge classes 2019: 512

CB seniors who applied to NCCC: 141 (27% of CB seniors applied)

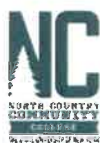
CB Admitted: 133 (93.5% applicants admitted)

CB Registered: 72 (54% registered yield)

## Re-Branding

Re-branding process is underway, and it is going well. Next phase is to start the implementation. Workshop has created a new viewbook, which will be used during high school visit in Fall. The “brand voice” has been decided and it will be used during the marketing campaign.

Chris Knight is working closely with Senate Chair Shir Filler and they have scheduled two meetings with the NCCC community on August 21 and with the Chamber of Commerce on September 12, where the community is invited to see the new logo and learn about the branding. The first meeting is a celebration with faculty, staff, and students. Also, the plan is to unveil the new signages on campus on September 12.



LOGO STUDIES

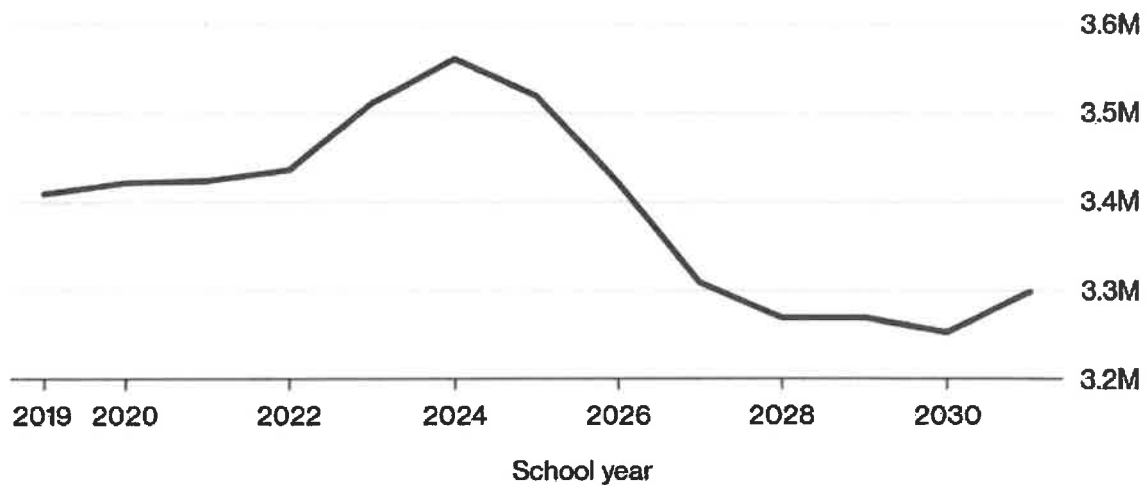


## ADULT LEARNERS RECRUITMENT

I shared with you last month that traditionally NCCC has recruited first time high school graduates from three counties of Franklin, Essex, and St Lawrence. The number of high school graduates are dropping due to demographic shifts and birth rates and as the chart below shows this trend will get worse in later years.

### Tough Market

Colleges are pitching to smaller graduating high school classes



Source: Western Interstate Commission for Higher Education

Bloomberg

The College must continue with additional efforts to bring more adult students to the college. Three programs with St Joe's, Mohawk Tribe, and Ticonderoga individualized Business Administration are good example how we can capitalize on stakeholders to provide educational opportunities in the region. Below is a list of additional activities since the last report targeting adult students (21 years and up).

### Academic Year 2019-2020

We are hard at work to prepare for recruiting for Fall 2020. We are planning our regular visit to high schools and fairs.

- Citizen Advocates
  - I attended a meeting at CAI with Joe Keegan on July 29<sup>th</sup>. We made a presentation to some of their employees regarding the CRAT certificate and a pathway to an Associate's in Human Services upon completion of the certificate.

We are still waiting for some to apply. We've had a couple apply and be accepted so far.

- Akwesasne Initiative
  - Set up an information table in the lobby of the Tribal Administration building. Spoke to students, one applied. Arranged with Tribal officials to conduct one more registration event on August 15<sup>th</sup>.
  - Registration event on August 15<sup>th</sup> resulted in additional registrant in both classes. The computer class is near full, English has approximately 12 students in in.
  - Spoke to Stephanie Cook, they are interested in working with us once the Early Childhood Education degree is approved.
  - Spoke to Bruce Kell – He is planning to connect me to the HR department at the casino at Akwesasne.
- Ticonderoga Business Initiative
  - Invitations to an on-site orientation at the Ticonderoga campus have been sent to all students pursuing online degree
- St. Joe's
  - Ongoing discussions regarding the delivery of a Human Services degree on-site, we continue to reach out to local organizations to join
    - Met with Tom Higman and Katie Kirkpatrick. Set up another visit to St. Joe's, response by employees was limited to just a couple of employees. We will continue to work with them on individual student needs. They would like to explore hosting one "hook course", such as Intro to Human Services, and then have their staff take their other courses on campus or online
  - Visiting the St. Joe's Veteran's Program on Monday, June 17<sup>th</sup> at 9:15 am.
    - An advising appointment is schedule on-site for Tuesday, August 20<sup>th</sup> to help the veterans who have applied tie up loose ends before starting classes.
- State Authorization Reciprocity Agreement
  - We were unable to allow three online students to start their studies due to their residency outside New York State. I am currently working with Sarah Maroun regarding SARA and reciprocal agreements so we can offer online courses across state lines.
- Vet Fest Weekend in St. Regis Falls in August

## Financial Aid Report.

Following table shows the latest activities at Financial Aid Office.

**8/21/2019**

<b>INCOMING</b>				
	<b>Fin Aid Offers Sent</b>	<b>Fin Aid Offers Accepted</b>	<b>FAFSA Incomplete (unable)</b>	
Fall 2018	384	153	Unknown	8/21/2019
Fall 2019	407	183	10	8/21/2019
Fall 2020				

<b>RETURNING</b>				
	<b>Fin Aid Offers Sent</b>	<b>Fin Aid Offers Accepted</b>	<b>FAFSA Incomplete (unable)</b>	
Fall 2018	322	98	Unknown	8/21/2018
Fall 2019	331	200		8/21/2019
Fall 2020				

### Planning for Fall 2019 and beyond

Admissions staff are hard at work planning visits to high schools and opening doors with agencies and organizations and private business in the region in Fall 2019 and beyond. The success of the Admissions Office resides with academic leadership of the College to consider changing the delivery format of on seat courses, devise new academic programs, and take the programs where the adults are. These initiatives will help Admissions staff to recruit more students and counterbalance drop in high school graduation rate.



# North Country Community College

Sponsored by Franklin and Essex Counties

## OPERATING FUND FINANCIAL REPORT

As of July 31, 2019

SUBMITTED TO THE BOARD OF TRUSTEES

August 30, 2019

ROBERT FARMER

Vice President of Administration, CFO

EH 7.17.19

**North Country Community College  
Balance Sheet  
JULY 31, 2019**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 5,299,753	\$ 3,844,253	\$ 1,455,500
Accounts Receivable-Students	(437,534)	(826,367)	388,833
Due From NCCC Association	74,551	42,004	32,547
Due From NCCC Foundation (Contributions)	771,480	1,239,275	(467,795)
Due From Other Funds	593,045	860,439	(267,395)
Due From Governments (State & Fed Fin Aid)	779,108	2,737,213	(1,958,105)
Prepaid Expenses	197,060	124,442	72,618
<b>Total Assets</b>	<b>\$ 7,277,463</b>	<b>\$ 8,021,259</b>	<b>\$ (743,796)</b>

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>inc (Dec)</u>
<b>Liabilities</b>			
Accounts Payable	\$ 669,590	\$ 165,241	\$ 504,349
Payroll & Benefits Liabilities	35,800	(427,949)	463,749
Due to NCCC Association (Room, Meals, Books)	-	663,239	(663,239)
Due to NCCC Foundation (Rent)	813,861	877,314	(63,454)
Due to Other Funds	20	40	(20)
Due to Retirement	241,651	295,043	(53,392)
Compensated Absences	249,943	224,980	24,963
Other Liabilities	302,374	349,005	(46,631)
<b>Total Liabilities</b>	<b>\$ 2,313,239</b>	<b>\$ 2,146,913</b>	<b>\$ 166,326</b>

<b>Month End Equity</b>	\$ 4,964,224	\$ 5,874,346	
<b>Total Liabilities &amp; Equity</b>	\$ 7,277,463	\$ 8,021,259	

<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/18	\$ 4,983,448		
Pre-Audit Estimated 18-19 Surplus (Deficit)	\$ (526,319)		
Projected Fund Balance as of 09/01/19 <sup>1</sup>	\$ 4,457,129		

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits" Currently, NCCC would be responsible for \$13,139,821.

**North Country Community College  
Revenues & Expenditures  
JULY 31, 2019**

	Annual <u>Budget</u>	YTD <u>Actual</u>	18-19 Actual <u>M(L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 4,849,784	\$ 6,012,074	\$ 1,162,290	124%
Sponsors' Contribution	2,380,000	2,480,000	100,000	104%
Chargebacks	741,750	637,141	(104,609)	86%
Out-of-State Tuition	575,484	508,537	(66,948)	88%
State Aid	4,042,116	4,045,099	2,983	100%
Contributions	1,034,080	919,163	(114,917)	89%
Transfer From Fund Balance	71,178	-	(71,178)	0%
<b>Total Revenues</b>	<b>\$ 13,694,392</b>	<b>\$ 14,602,014</b>	<b>\$ 907,622</b>	<b>107%</b>

<b>Expenditures</b>				
Salaries	\$ 6,801,191	\$ 6,415,647	\$ 385,544	94%
Payroll Taxes	525,667	465,994	59,673	89%
Medical	1,920,102	1,783,966	136,136	93%
Retirement	612,250	645,807	(33,557)	105%
Other	93,310	196,610	(103,300)	211%
Equipment	33,930	69,898	(35,968)	206%
Facility Leases	1,455,130	1,315,675	139,455	90%
Utilities	378,720	312,498	66,222	83%
Maintenance	214,650	162,123	52,527	76%
Office & General Supplies	81,604	46,316	35,288	57%
Advertising	170,950	250,076	(79,126)	146%
Professional Services	104,300	395,738	(291,438)	379%
Information Technology	220,950	326,772	(105,822)	148%
Library & Instructional Supplies	266,508	303,496	(36,988)	114%
Scholarships	340,000	398,593	(58,593)	117%
Travel	159,415	127,659	31,756	80%
Property & Liability Ins.	135,000	140,278	(5,278)	104%
Miscellaneous	180,715	371,585	(190,870)	206%
<b>Total Expenditures</b>	<b>\$ 13,694,392</b>	<b>\$ 13,728,731</b>	<b>\$ (34,339)</b>	<b>100%</b>

<b>Net Surplus/(Deficit)</b>	\$ -	\$ 873,283		
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**North Country Community College  
President's Report to the Board of Trustees  
August 30<sup>th</sup>, 2019**

Greetings to you all. Summer break has drawn to an end, and we are in full swing with the start of classes. The campus community came together last week in a heart-filled and warm start to the academic year as we prepared for the arrival of our students. As is the NCCC way, everyone made a contribution to a successful start and we are excited about the year ahead. Please find a brief update on items from our area here:

**\* Campus and External Relations**

Over the past month, I have continued my outreach, both internal and external. These have continued to be incredibly valuable and I have walked away from each buoyed by the positive energy being expressed towards the College and our efforts. Here are some of the off-campus connections that we made that may be interesting to you including:

<b>Date</b>	<b>With</b>	<b>Location</b>
7/25/2019	Saranac Lake Downtown Revitalization Initiative Awarding Ceremony	Saranac Lake, NY
7/25/2019	Meeting with Lindsay Yost and Andrea Grout, Adirondack Foundation's Birth to 3 Initiative	Saranac Lake, NY
7/29/2019	Meeting with Reid Anthony, CEO, and James Button, COO – Citizen Advocates	Malone, NY
7/29/2019	Meeting with Steve Shafer, Superintendent, FEH BOCES	Malone, NY
7/31/2019 & 8/15/2019	Meeting with Lee Susice, NCCCAP President	Saranac Lake, NY
8/2/2019	FCI 2 <sup>nd</sup> Chance Pell Graduation	Ray Brook, NY
8/6/2019	Meeting with Shaun Gilliland, Chair of Essex County Board of Supervisors	Willsboro, NY
8/8/2019	Meeting with Lee Keet, Founder and Trustee, Cloudsplitter Foundation	Saranac Lake, NY
8/9/2019	Attended the Pendragon Gala	Paul Smiths, NY
8/10/2019	Attended the Ft. Ticonderoga Gala	Ticonderoga, NY
8/12/2019	Meeting with Colleen Locke, Owner of KidsRUS	Saranac Lake, NY
8/14/2019	Meeting with Regional High School and BOCES Superintendents	Lake Placid, NY
8/15/2019	Meeting with Franklin County Board of Legislators	Malone, NY
8/27/2019	Meeting with Paul Lauzon, Franklin County Board of Legislators	Malone, NY
8/27/2019	Meeting with Don Dabiew, Chair, Franklin County Board of Legislators	Malone, NY
8/28/2019	Meeting with Ron Jackson, Town of Essex Supervisor	Essex, NY
8/29/2019	NCCC Retiree Breakfast	Saranac Lake, NY

#### \* 19-20 Opening Week:

- It has been a great opening week with much appreciation to the faculty and staff for making it so. We started with Opening Day (Wednesday, August 21<sup>st</sup>, 2019) reconnecting, catching up on things that transpired over the summer. We then moved into a strategic planning session, looking to see where there were opportunities and ideas for how best to continue to advance the College. That session generated dozens of ideas, which we are collating and will share more widely with the College community. Our hopes are that there are 2-3 items that we can put our energies and resources to this academic year and planning for the future.
- We capped off opening week with New Student Orientation which took place on Friday, August 23<sup>rd</sup>, 2019 on all three campuses.

#### \* 19-20 Enrollment:

- Alex and his team have been working to finalize the landing of the class for Fall 19. Our enrollment is trending slightly below last year. We'll know better where we stand over the next few weeks. Some bright spots have included the reconstitution of our Men's Soccer program, the establishment of an instructional site at Akwesasne, and full dorms. We will be assessing our efforts to see what worked well, what needs changing and what, if anything needs to end in terms of our enrollment/recruitment strategy.
- This is Alex's last day and on behalf of the College community, I extend my thanks and gratitude to Alex for his work with and for the College. He has been a great fit for us...quickly became part of the fabric that makes up the North Country community...and leaves us with a legacy of working collaboratively and thoughtfully.

#### \* 19-20 College Budget:

- Bob Farmer, VP for Administration/CFO and his team have begun to think through steps to trim the budget, depending on the final registration numbers for the Fall 19 semester. We'll know more by the 3<sup>rd</sup> week of the semester. The fall numbers are always a moving target as there is the week 3 verification period, where students can drop their courses, and our College Bridge enrollment won't be finalized until late October.

#### \* Collective Bargaining Agreements:

- The CSEA CBA was approved by both Essex and Franklin County! Many thanks to all who helped make this happened.

#### \* Staff Appointments:

- After a successful search and great work by the search committee, I am recommending Kyle Johnston as our new Vice President for Marketing and Enrollment with a start date of Monday, September 9<sup>th</sup>, 2019. Kyle hales from the University of Minnesota system, where he was seemingly involved in every area of admissions and marketing for a four community college campuses. We are excited at the prospect of Kyle joining us and trust that he will be a good fit for our community.

#### \* Middle States/SUNY/NYSED

- A small team have been working on and will be completing our Monitoring Report for Middle States, which we'll be sending out by tomorrow at the latest. As the Board will recall, we had our accreditation reaffirmed in November 2018, and as part of that we're required to submit a follow-up report documenting:
  - *sustainability of implemented corrective measures (Standard V and Standard VI);*
  - *use of assessment results to improve educational effectiveness (Standard V); and*
  - *improved financial viability and sustainability (Standard VI).*

- We are also working on our Self-study Plan and will be meeting with our new Middle States liaison, Dr. Robert Bonfiglio. Dr. Bonfiglio joined Middle States from SUNY Geneseo, where according to his biography, he “... served as Vice President for Student and Campus Life from 1999 to 2019 where he led a staff of 129 in seven departments. Dr. Bonfiglio previously served as Vice President for Student Development and Dean of Students at Cabrini College (PA) and has held student affairs positions at the College of New Rochelle (NY) and LaSalle University (PA). In addition, he is an experienced peer evaluator for MSCHE, having served as an evaluation team member and as team chair.”
- Finally, our longtime SUNY liaison, Dr. Kris Bendikas, retired earlier this month. Dr. Phillip Ortiz, who is the Assistant Provost for Undergraduate and STEM Education Coordinator and part of the Empire State STEM Learning Network will serve as our new liaison.

**\* Other:**

I look forward to seeing you at our meeting.

Respectfully yours,



Joe Keegan  
President  
North Country Community College

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the President recommends the appointment of Kyle Johnston, to the full-time, management confidential appointment as Vice President of Marketing and Enrollment Services, effective September 9, 2019, at an annual salary of \$115,000,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the appointment of Kyle Johnston, to the full-time, management confidential appointment as Vice President of Marketing and Enrollment Services, effective September 9, 2019, at an annual salary of \$115,000.

This position is currently funded in the 2019/20  
operating budget.

2018-19 | #49

August 30, 2019

Motion:

Seconded:

Action:



August 6, 2019

Mr. Kyle Johnston  
1125 Lake Avenue  
Detroit Lakes, MN 56502

Dear Mr. Johnston:

Pending approval by the North Country Community College Board of Trustees at their August 30, 2019 meeting, I am pleased to offer you a full-time, twelve-month, management confidential appointment as Vice President of Marketing and Enrollment Services, effective September 9, 2019.

Your annual salary will be \$115,000. You will be paid on a bi-weekly basis with your first pay date being September 13, 2019. You are eligible for benefits afforded to management confidential employees. Joseph Keegan, President, will be your direct supervisor.

The College will reimburse moving expenses up to \$1,500, provided receipts are submitted to the Human Resources Department.

I would like to welcome you to North Country Community College! If you have any questions regarding this appointment or related questions regarding benefits, please contact me or the Human Resources Department at 518-354-5183.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than August 23, 2019.

Sincerely,

A handwritten signature in black ink that reads "Joe Keegan" with a horizontal line extending to the right.

Joseph Keegan.  
President

cc: Personnel / Payroll File

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

# Kyle Johnston

(218) 841-2744

1125 Lake Avenue  
Detroit Lakes, MN 56502  
[kajohnston32@gmail.com](mailto:kajohnston32@gmail.com)

## Objective

To help build and establish the new Vice President of Marketing and Enrollment position at North Country Community College.

## Education

University of North Dakota | Bachelor of Business Administration (Dec. 2001)

- Major: Management Minor: International Business
- Entrepreneurs' Club Member

Ostfoldakademiet | International Studies (Dec. 1999)

- American Representative
- International Business Club Member

Fergus Falls Community College | Associate in Arts (May 1999)

- College Ambassador President
- Phi Theta Kappa Vice President
- Student Life Budget Committee Student Representative
- Assistant Spartan Baseball Coach

## Honors & Accomplishments

Distinguished Achievement Award Recipient

UND Deans List

FFCC Deans List

1999 FFCC Graduation Speaker

Phi Theta Kappa Honors Society Inductee

Fergus Falls Sister Cities Commission Member

## Employment & Related Experiences

2016 - Present | Director of Strategic Communications and Marketing  
M State | Detroit Lakes, Fergus Falls, Moorhead & Wadena, MN

-Led the creation of the new college website utilizing Drupal Content Management System

- Incorporated new marketing techniques that focused on animations, videos, picture galleries and student testimonials to tell the M State story
- Created master campaign calendar to align work between marketing, admissions, enrollment and student services
- Collaborated with college administrators to prepare for and host Higher Learning Commission, Department of Education, Office of Civil Rights and Department of Homeland Security visits
- Gathered membership from all access departments to create a new college viewbook and fast facts document
- Gathered membership from all student services departments to create a new Academic Performance Alert System
- Contributed as member of the college Institutional Effectiveness, Technology and Web Governance councils
- Served as editor-in-chief of the M State magazine
- Strengthened the M State Branding Guide and made it a larger part of our college culture
- Managed \$400,000 personnel and \$415,000 non-personnel budgets

#### **2012 - 2016 | Director of Admissions**

M State | Detroit Lakes, Fergus Falls, Moorhead & Wadena, MN

- Assembled a cross-divisional team to create the first College Communications Calendar which brought all college communications under one umbrella
- Worked with all selective admissions programs to refine their processes then built electronic systems for applications, communications, workflows and reporting
- Supervised the Admissions, International Student Office and College-Wide Support Center teams
- Represented the college as Primary Designated School Official (PDSO) for international students
- Procured and developed the first CRM platform (Oracle Service Cloud) used by the college to better connect the campuses and provide for a better customer service experience for students
- Added new communications channels (chat, text and help site) to better connect students with needed information
- Stream-lined admissions processes to the point where students could apply, get accepted and register for classes all during one visit to campus
- Developed outreach campaigns customized to meet the needs of segmented student-types

#### **2008 - 2012 | Enrollment Manager**

M State – Fergus Falls | Fergus Falls, MN

- Effectively led staff and faculty to reverse long standing declines in enrollment
- Developed and implemented new marketing ideas, strategies and materials for transfer degrees and career programs
- Created new events: Registration Day, Express Registration, College 2 Career Expo and Campus Showcase Series
- Worked with the Fergus Area College Foundation to promote and administer the foundation scholarship program

- Overhauled campus marketing strategies, recruiting tactics and greatly increased faculty & staff involvement
- Assisted the Director of Student Housing to help revive and create a positive image for campus housing
- Oversaw the Enrollment Management, Campus Marketing and Athletics Recruitment budgets
- Supervised the College Ambassador program and helped to develop other Student Life activities
- Contributed as a member of the Campus Leadership Team, Campus Marketing Committee, Facilities Committee, Community Advisory Committee and created the Foundation Scholarship Team

**2004 - 2008 | Broker/Owner and Manager**  
RE/MAX Property Pros LLC | Detroit Lakes, MN

- Recruited, trained and supervised 8 experienced agents from 2005-2008
- Increased the company's market share every year during tenure as manager from 2005-2008
- Specialized in land, residential and multi-family property development, marketing and sales
- Awarded "Executive Club" distinction for 2007 sales as an agent (+3,000,000 sales volume)

**2001 - Present | Owner/Manager**  
Grounds Crew Services LLC | Detroit Lakes, MN

- Started company while attending college and expanded commercially after graduation
- Trained 6 employees to provide quality work (snow removal and other equipment services) coupled with exceptional customer service

**1999 - 2001 | Recreation Director**  
City of Frazee | Frazee, MN

- Supervised, trained and evaluated 10 coaches and 4 park maintenance staff
- Introduced new programming to benefit people of all ages within the community
- Improved the appearance of the athletics complexes, parks and community with no additional staff or funding

**1999 - 2009 | Community Volunteer/Assistant Baseball Coach**  
FFCC, MSCTC & M State | Fergus Falls, MN

- Assisted in the management, coaching and overall direction of the team both as a volunteer and an assistant
- Helped achieve 3 state championships, 1 regional championship and a berth in the NJCAA College World Series
- Partnered with the head coach in recruiting top prospective players throughout Minnesota and the Dakotas

**Skills**

- Working knowledge of Student Information Systems (SIS and ERP)
- Administrator level development of CRM and CMS platforms



- Experience working with analytics and reporting technologies
- Intermediate level Office 365 proficiency
- 20 years of experience working with numerous accounting and finance systems
- Extensive knowledge, strategy and utilization of social networking applications
- Ability to work remotely using Microsoft Teams, Skype for Business, Adobe Connect, Cisco Unified Personal Communicator, Cisco AnyConnect and other mobile applications
- Experience with systems analysis and implementing process improvements wherever needed
- Ability to organize, promote and lead meetings utilizing a variety of applications
- Highly collaborative team member wholly committed to continuous improvement