



Board of Trustees Meeting Agenda

11:00 a.m. | Friday, December 18, 2020

Meeting Held Via ZOOM due to COVID-19 (Information Below)

- I. Call to Order
- II. Approval November 20, 2020 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Resolution 2020-21 | Curricular Changes – Nursing
 - Vice President for Marketing & Enrollment Management
 - Interim CFO
 - President
 - Resolution 2020-21 | Student Affairs Reorganization
- V. Representative Reports
 - NCCC Association
 - NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment*
- IX. Executive Session
- 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.

Topic: Board of Trustees | Public Access

Time: Dec 18, 2020 11:00 AM Eastern Time (US and Canada)

Join Zoom Meeting: <https://us02web.zoom.us/j/82377349005?pwd=RHBsYkNlUjVKZ0J5OS8zSDVPeXlXUT09>

Meeting ID: 823 7734 9005 | Passcode: 968753

One tap mobile | +16465588656,,82377349005#,,,,,0#,,968753# US (New York)



Board of Trustees Meeting Minutes | November 20, 2020
Meeting Held Via Zoom Due to the COVID-19 Pandemic

Board Members Present: Steve Reed, Mark Moeller, Mary Irene Lee, Jerry Griffin, Donna Wadsworth, Dan Kelleher, Jessica Kemp, Pete Suttmeier

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Chris Knight, Erik Harvey, Diana Fortune, Shir Filler, Kim Duffey, Shannon Warren, Lee Susice

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

Minutes

Mary Irene Lee made the motion to accept the October 2020 meeting minutes as they were presented. Mark Moeller seconded the motion. The October 2020 meeting minutes were unanimously approved (8-0-0).

College Senate

Shir Filler reported:

- Shir reported LRSPC did a great job with review and recommendations with the fee schedule. It is fair and transparent.
- Campus/Student life are working hard to get more students involved in activities of the schedule.

NCCCAP

Lee Susice reported:

- MOU was recently signed with the college to mandate COVID testing for NCCCAP members.

CSEA

Dianna Trummer reported:

- Unit members do not support a mandate testing and will go with the volunteer option.

Board Chair Report

No report.

Interim Vice President for Academic Affairs

No report or highlights beyond the shared report.

- BoT discussed student feedback with Sarah. The survey has had mixed results with positive and negative feelings about the Fall semester and online learning. More feedback to come back to come. Curious on what the faculty experience has been and is hopeful their experience has been more positive than negative.
- There was discussion on future student and continuing student registration.

* Board of Trustees moved to approve the following resolution to replace Judy Steinburg's position since her retirement: Pete Suttmeier made the motion that the North Country Board of Trustees approve hereby approves the first temporary appointment of Melinda Fredenburgh, to the full-time, 164-day, exempt appointment as Science Instructor for the Spring 2021 semester at a pro-rated salary of \$21,462. This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at

the conclusion of the 2020/21 academic year and will not be renewed. Jess Kemp seconded the motion. The motion was approved the unanimously. (8-0-0)

Vice President for Marketing and Enrollment Management

Kyle highlighted:

- Spring Campaign and Winterim campaign have started last week. This weekend radio and print ads will go out.
- As of now, this push will go through to the third week of January.
- Will have a better outlook for the future towards mid-December. Virtual visits and instant admit have had decent success.
- Work continues to focus on future financial aid, marketing, strategic communications, and strategic enrollment plans. Working to get them in sync and will be putting budgets to them.
- Soon a webinar will be shared regarding the Summer 2020 report. It is slated for December 2nd, 2020 at noon.
- First week of December there will be a content manager webinar. It will include training and future improvements to their pages.
- Kyle met with the Chief Enrollment Officers with SUNY and showed where NCCC falls both with SUNY and Nationally. It was clear that every-one is struggling but they are finding ways to circumvent these unforeseen hurdles.
- The board spoke briefly with Kyle about his report, focusing on website statistics and what pages have been used the most since the Presidential Election. There has been a noticeable uptick on several pages.

Interim CFO:

Erik Harvey highlighted:

- The 19/20 Audit is being wrapped up; it began last week. Appreciation was extended to Lisa and her team for all their hard work and support during this process.
- 20/21 the numbers appear to be what was expected last month. More clarity of pay cuts are hopefully coming soon.
- 20/21 budget has not been approved by SUNY yet.
- CARES funding has disbursed \$450,000 to date.
- Laptop program has been successful.
- Cleaning, sanitization, staff, and distance learning support has been going well financially.
- 2021/2022 projection of a million dollar high level deficit is still under review. Outreach to faculty/staff are in the works to get a hold of this up front.

President's Report:

Joe Keegan reported:

- Joe expressed his thanks to the College community for their efforts and great work that they continue to display in support of the College.
- Calling campaign was successful. There were favorable responses from students regarding College outreach. They recognized this not the preferred form of learning but appreciative of the Colleges effort to make this a positive experience.
- There has been a dramatic uptick of COVID-19 in our region. There was a meeting with Campus Community last week. As a result, the density on campus was decreased to control the spread. Appreciation for the MOU for ongoing surveillance with NCCCAP was appreciated.
- The focus for the College has been large regarding the effects of COVID. Uniform sanctions, drawdown and Spring 2021 plans and other items that were not anticipated by the Administration. Proposal to SUNY will be sent soon requesting Spring Break moves forward.
- Joe reported a December 1st launch for Employee Assistance Services. Appreciation was expressed for Tara Smith and her team for their work on getting this up and running. It will greatly benefit the members of the College.
- This is a challenging environment for the College with COVID and this pandemic. There are a lot of unanswered questions and unanticipated rules coming. This waiting game has a great impact, but the College will continue to

work hard to maintain its position and continue to be transparent and new items are brought to our attention.

- Joe reported that Lisa Symonds will be retiring the end of this month as she moves to her retirement. She will be missed for many reasons but most for hard work, personality, and dedication to the College. The board discussed how much she will be missed.
- The board briefly discussed with Tara Smith on the EAS program and how it would impact Work-Study students and potential interns.
- The board briefly discussed communications from the College and the community on the Colleges where they are with responding to the pandemic. SUNY Website has a great resource tool to find the most up to date information.

NCCC Association:

No report.

NCCC Foundation:

Dianna Fortune reported:

- Foundation Board is pleased to donate an additional \$100,000 for scholarship funds. Thanks, were extended to Marketing and Financial Aid for their support in sharing this news and helping our students.
- Thanks, were extended to Lisa Symonds for her hard work over these years with the Foundation. She will continue to donate her time to help students with their scholarships.

Old Business

None

New Business

None

Public Comment

None

Executive Session

Pete Suttmeier made the motion to enter Executive Session at 11:41 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Mark Moeller seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 11:41 p.m.

Pete Suttmeier made a motion to adjourn executive session at 12:30 p.m. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Pete Suttmeier made a motion to adjourn the meeting. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 12:30 pm.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

DRAFT

11/20/20

Motion:

Second:

Action:



SARANAC LAKE | MALONE | TICONDEROGA

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the Nursing Department recommends curricular changes to both the Certificate in Practical Nursing and the Associate Degree in Nursing, and

WHEREAS the Curriculum Committee and College Senate have given approval for these changes, and

WHEREAS the Interim VP of Academic Affairs hereby concurs in this recommendation, and

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 submission of curricular changes to SUNY and NYSED for NCCC to make adjustments to the Certificate of Practical Nursing and the Associate Degree in Nursing programs.

MOTION:
SECOND:
ACTION:
YEAS:



SARANAC LAKE | MALONE | TICONDEROGA

Summary of Nursing Department Curricular Changes Fall 2020

Practical Nursing Certificate:

- 1) Replace BIO 109: Human Biology and BIO 201: Microbiology with BIO 215: Anatomy & Physiology I and BIO 216: Anatomy & Physiology II.
Rationale: These changes provide a more robust foundation in anatomy and physiology within the practical nursing year. BIO 201: Microbiology will move to the Associate Degree in Nursing program.
- 2) Remove PSY 202: Developmental Psychology; Remove NUR 104 and add NUR 105: Maternal Child and NUR 106: Nursing II
Rationale: NUR 104: Nursing II (7 credits) has been divided into NUR 105: Maternal Child (3 credits) and NUR 106: Nursing II (4 credits). This breaks out Maternal Child into its own course to differentiate material that was previously incorporated into Nursing II.

Associate Degree in Nursing Program:

- 1) Replace BIO 215: (A&P I) and BIO 216 (A & P II) with BIO 201: Microbiology and PSY 202: Developmental Psychology.
Rationale: Anatomy and Physiology I & II in the practical nursing year provides a stronger foundation in A & P and allows BIO 201 and PSY 202 to be added to the Associate Degree program.
- 2) Add NUR 200: Transition of LPN to AAS [August course]
Rationale: This is a reactivation of a previous course providing a transition and differentiation between the expectations of the licensed practical nurse to that of a registered nurse.
- 3) Divide NUR 201: Maternal Child into two courses: NUR 201: Maternal Newborn and NUR 212: Pediatrics, providing more time for two critical areas of practice.
Rationale: Dividing difficult content into more manageable workloads over two semesters instead of one.
- 4) Divide NUR 204: Medical/Surgical Nursing into two courses: NUR 210: Adult Medical Surgical Nursing I and NUR 211: Adult Medical Surgical Nursing II.
Rationale: Dividing difficult content into more manageable workloads over two semesters instead of one.
- 5) Combine NUR 203: Managing Patient Care and NUR 205: Professional Seminar into a new course NUR 206: Nursing Management & Transition into Practice.
Rationale: Combining these two topics provides a more robust 1 credit course.

CERTIFICATE: PRACTICAL NURSING - DRAFT**(HEGIS 5209.20)**

I.	FALL SEMESTER (15 Credits)	CREDITS	SEMESTER	GRADE
A.	BIO 215 Anatomy & Physiology	4		
B.	NUR 101 Nursing I	7		
C.	NUR 102 Introduction to Nursing Pharmacology	1		
D.	ENG 101 English Composition I	3		

II.	SPRING SEMESTER (16 Credits)	CREDITS	SEMESTER	GRADE
A.	BIO 216 Anatomy & Physiology	4		
B.	NUR 105 Maternal Child	3		
C.	NUR 106 Nursing II	4		
D.	NUR 108 Nursing Pharmacology II	2		
E.	PSY 101 Introduction to Psychology	3		

MINIMUM TOTAL CREDITS 31

Senate approved:
 BOT approved:
 Revised VPAA:
 Effective:

CERTIFICATE: PRACTICAL NURSING-CURRENT
(HEGIS 5209.20)



I. FALL SEMESTER (15 Credits)	CREDITS	SEMESTER	GRADE
A. BIO 109 Human Biology	4		
B. NUR 101 Nursing I	7		
C. NUR 102 Introduction to Nursing Pharmacology	1		
D. PSY 101 Introductory Psychology	3		

II. SPRING SEMESTER (19 Credits)	CREDITS	SEMESTER	GRADE
A. BIO 201 Microbiology	4		
B. ENG 101 English Composition I	3		
C. NUR 104 Nursing II	7		
D. NUR 108 Nursing Pharmacology II	2		
E. PSY 202 Developmental Psychology	3		

MINIMUM TOTAL CREDITS 34

A.A.S. NURSING -DRAFT
(HEGIS 5208.10)



I. PREREQUISITE COURSES (31 credits)	CREDITS	SEMESTER	GRADE
A. BIO 215 Anatomy & Physiology	4		
B. BIO 216 Anatomy & Physiology	4		
C. ENG 101 English Composition I	3		
D. NUR 101 Nursing I	7		
E. NUR 102 Introduction to Nursing Pharmacology	1		
F. NUR 105 Maternal/Child	3		
G. NUR 106 Nursing II	4		
H. NUR 108 Nursing Pharmacology II	2		
I. PSY 101 Introductory Psychology	3		

II. FALL SEMESTER (19 credits)	CREDITS	SEMESTER	GRADE
A. NUR 200 Transition of LPN to A.A.S. (RN) (August only)	2		
A. BIO 201 Microbiology	4		
B. NUR 210 Adult Medical Surgical Nursing I	5		
C. NUR 201 Maternal Newborn	4		
D. NUR 206 Nursing Management & Transition into Practice	1		
E. PSY 202 Developmental Psychology	3		

III. SPRING SEMESTER (16 credits)	CREDITS	SEMESTER	GRADE
A. NUR 202 Psychiatric Mental Health	5		
B. NUR 211 Adult Medical-Surgical Nursing II	5		
C. NUR 212 Pediatrics	3		
D. MAT 121 Elementary Statistics or higher	3		

MINIMUM TOTAL CREDITS 66

A.A.S. NURSING-CURRENT
(HEGIS 5208.10)



I. PREREQUISITE COURSES (34 credits)	CREDITS	SEMESTER	GRADE
A. BIO 109 Human Biology	4		
B. BIO 201 Microbiology	4		
C. ENG 101 English Composition I	3		
D. NUR 101 Nursing I	7		
E. NUR 102 Introduction to Nursing Pharmacology	1		
F. NUR 104 Nursing II	7		
G. NUR 108 Nursing Pharmacology II	2		
H. PSY 101 Introductory Psychology	3		
I. PSY 202 Developmental Psychology	3		

II. FALL SEMESTER (15 credits)	CREDITS	SEMESTER	GRADE
A. BIO 215 Anatomy & Physiology I	4		
B. NUR 201 Maternal/Child Nursing	5		
C. NUR 202 Psychiatric/Mental Health Nursing	5		
D. NUR 203 Managing Patient Care	1		

III. SPRING SEMESTER (17 credits)	CREDITS	SEMESTER	GRADE
A. BIO 216 Anatomy & Physiology II	4		
B. NUR 204 Adult Medical-Surgical Nursing	9		
C. NUR 205 Professional Seminar	1		
D. MAT 121 Elementary Statistics or higher	3		

MINIMUM TOTAL CREDITS 66

Revised VPAA: Im: 7/21/14
 Senate approved: 5/9/2014
 BOT approved: 5/6/2014
 Revised VPAA: Im : 7/1/2014
 Senate approval of reduction of
 credits (SUNY Seamless
 Transfer): 3/11/14
 BOT approval of reduction of
 credits (SUNY Seamless
 Transfer): 7/15/14
 Revised VPAA: Im: 7/21/2014

**North Country Community College
President's Report to the Board of Trustees
December 18th, 2020**

Greetings to you all,

Merry Christmas and Happy New Year! As the Fall 2020 semester draws to a close, we are taking stock of what has been quite a year. Despite the twists and turns that come with living and working through a pandemic, there is much to celebrate and be grateful for. As the Board knows, at the top of that list are the people who make up North Country Community College: our students, faculty, staff, Board of Trustees, county sponsors and all who support us and our mission.

Thank you for your ongoing support of our efforts in making North Country a great place to learn, to study, and to work.

Please find updates from our area below. Respectfully yours,

Joe

★ **Board Matters**

As the Board knows, Stacie is updating our Board webpage and we would like to include a photo and brief bio of each of you highlighting your experience and credentials that you bring to the Board and the College. Thank you to those who have submitted those thus far and we are ready to help any who need help in doing so.

★ **Campus and External Relations**

Most of the off-campus meetings continue to focus on the challenges presented by COVID-19. This includes how to help those in our communities impacted by the virus. In recent weeks, there has been a bit more room and energy towards planning for a post-COVID world, though it remains modest. Here are some highlights of events, contacts, and interactions that I have participated in over the last few weeks:

Date	With	Location
23 Nov 20	President's Council	Teams
23 Nov 20	ENG 112Z – Guest speaker Dr. Hollis Seamon	Zoom
24 Nov 20	SUNY COVID Physical Preparedness Workgroup	Webex
24 Nov 20	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
30 Nov 20	Meet with Jessica Kemp, Student Trustee	Teams
01 Dec 20	Long Range and Strategic Planning Committee	Teams
01 Dec 20	Franklin County Community Services Board	Webex
02 Dec 20	NCCC Marketing Summary Review	Teams

02 Dec 20	NCCC Chairs and Directors Meeting	Zoom
02 Dec 20	COVID-19 Task Force	Teams
03 Dec 20	MC Evaluations Instrument and Process Review	Teams
03 Dec 20	SUNY Workforce Development	Zoom
03 Dec 20	OneWorkSource, Clinton CC and NCCC Call	Zoom
04 Dec 20	NCCC Association Board Meeting	Teams
08 Dec 20	Northern Borders P-TECH Meeting	Zoom
08 Dec 20	SUNY COVID Physical Preparedness Workgroup	Webex
09 Dec 20	Meet with Jessica Kemp, Student Trustee	Teams
10 Dec 20	OneWorkSource Apprenticeship Roundtable	Zoom
10 Dec 20	Meet and Greet - Cloudsplitter	Zoom
11 Dec 20	President's Council	Teams
11 Dec 20	College Senate	Zoom
15 Dec 20	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
15 Dec 20	SUNY Apprenticeship Programs	Zoom
16 Dec 20	DASNY Roundtable – Sustainable Project Finance and Development Opportunities	Zoom
16 Dec 20	Meet with Jessica Kemp, Student Trustee	Teams
16 Dec 20	COVID-19 Task Force	Teams
17 Dec 20	NCCC Retirees' Breakfast	Zoom
17 Dec 20	SGA Meeting	Zoom
21 Dec 20	Essex County Finance Committee	Zoom

★ **COVID-19 Task Force and Spring 2021 Reopening**

The Task Force continues to meet every other week. The resurgence of the virus has reaffirmed the more conservative approach we have been taking at a college. The principle that any recommendations should align with ensuring the health and safety of our campus community and beyond has served us well and, we trust, will continue to. Recently, the New York Times ran an article that illustrated the impact of colleges and universities on their surrounding communities. Here is the [link](#).

Our Spring 2021 Reopening plan was submitted to SUNY on November 24th, 2020 along with our Spring Break waiver request. The Spring Break request was denied by SUNY. We have queried our campus community for their desires for how best to restructure the semester. Currently, most are leaning towards starting a week later and completing the semester on May 13th, 2020 as planned.

Over break, the administration will be readying ourselves to welcome students back. The Task Force is proposing that we create a Welcome Back video for students. Chris Knight will be leading those efforts and we hope we can see some synergies with the CampusReel tool we are planning to launch.

★ **Other COVID-19 Items**

Surveillance Testing

Tara Smith, our Human Resources Director and Campus Safety Monitor, continues leading our efforts in this area. With much fortune, our surveillance testing during Fall 2020 returned no positive tests. Many thanks to all who have been taking steps to protect themselves and their colleagues!

Required surveillance testing for students ended just before Thanksgiving Break. Testing for our employees resumed last week and will run until Christmas Break and we'll pick it up again in the new year.

NCCCAP and the College signed a Memorandum of Agreement where NCCCAP members who are regularly working on campus, are required to participate in surveillance testing. We have had very good participation rates thus far from NCCCAP as well as other employees. We continue to ask and encourage all of us who are working regularly on campus (regular defined as 1x/week) to participate in surveillance testing. Thank you.

What Students Should Know

As part of our Spring 2021 plan, and in the spirit of transparency with students, SUNY is requiring that we provide students with a list of items that they should know prior to making a decision to return or join us for Spring 2021. That document, a Spring 2021 "What Students Should Know" is now available [here](#). Included in that is the cancellation of winter sports (men's and women's basketball) for the 2020-21 year.

*** Spring 2021 Enrollment**

Our enrollment efforts continue and will do so up until the semester's start. We are currently trending downwards in our continuing student number (those students that are enrolled Fall 20). While not uncommon, our efforts to engage those who have yet to register and help them do so has been uncommonly challenging despite several attempts and through different means.

On the positive side, our new student numbers are trending higher than last year at this time. However, as our enrollment folks would warn us, it remains early. That said, our marketing efforts are underway and will remain so for the next several weeks.

*** Employee Assistance Services**

On December 1st, 2020, the College began offering an Employee Assistance Services program through Behavioral Health Services North. Services include short-term counseling to benefit eligible employees and the members of their household for free in areas such as stress-related concerns, marital issues, communication issues, career counseling, emotional counseling, family, financial, legal, and alcohol/drug use. Many thanks to our HR Department (Tara Smith and Ericka Moody) for getting these in place. EAS can be reached at 518.563.8293 or 1.800.724.0747.

*** 20-21 College Budget**

Our understanding is that the 2020-21 community college budgets, including ours, were approved by the SUNY Board at their November 17th, 2020 meeting. There continues to be no firm updates regarding NYS base aid support. The decisions from the state is thought to depend, in part, on the form that federal support takes. We continue to plan as though there will be a 20% cut of all NYS-funded programs. We share what those would look like in the table below:

NYS 20-21 Programs	Projection	Reduction	%
<i>Base Aid</i>	\$ 3,258,468	\$ (651,694)	20%
<i>Rental Aid</i>	\$ 635,474	\$ (127,095)	20%
<i>Aid to Small Colleges</i>	\$ 156,667	\$ (6,267)	4%*
		\$ (785,066)	19%
<i>Enrollment Decline</i>		\$ (250,000)	
Total Projected Deficit		\$ (1,035,066)	

★ **2021-2022 Budget**

We will be holding a 2021-2022 initial budget town hall with our campus community on Monday, December 21st, 2020. While the College has undergone many twists and turns in its 53-year history, this is the first (and hopefully the last!) pandemic we will endure. The two principal unknowns in building the budget remain the same and make the planning particularly difficult: the NYS base aid and enrollment. We don't want to be premature with decisions at reducing expenses, including our workforce. Nor do we want to be too slow to act. A small administrative team continues to model, project and develop scenarios in preparation for the 2021-2022 budget year.

★ **CARES Act Funding**

We continue to leverage the Coronavirus Aid, Relief and Economic Security (CARES) Act funds to help students and the offset costs to the College. We were allotted some 1.1 million in funding to the College; a minimum of 50% to be used for students impacted by the pandemic and a maximum of 50% to be used by the institution.

Here is an update:

- *Student funding:* Thus far, we have dispersed over \$450,000 in funds for students and plan to distribute the final \$100,000 to students who were with us in Spring 2020 and returned in 2021.
- *Institutional funding:* Our *institutional* plan was approved, and we have thus far assigned some \$330,000 in costs to the institutional portion of the Cares Act funding. A change in guidance led to some \$190,000 in expenses to be ineligible (this was costs of faculty and staff moving to a fully online setting). We expect to be able to spend down the remaining funds in the near future.

★ **Administrative Restructuring**

Earlier this semester, I proposed a restructuring of our administration, one that harkened back to an earlier structure in our student affairs area. I have attached the proposal, including the specifics and rationale at the end of this document. The proposal was moved through our shared governance system, receiving the approval of President's Council and the College Senate. At this time, I ask that the Board of Trustees consider the adoption of this restructuring proposal, one that I believe will better serve our students and our community.

★ **Opportunities and Partnerships**

Selina LeMay-Klippel, our CTE Coordinator, continues to advance the Basic Waste-water Operations course that the *Northern Border Regional Commission* grant will

fund. The course has been written and Selina is consulting with partners and securing instructors. Once those steps are taken, Selina will move the course to the NYS Department of Environmental Conservation for review and, we hope, approval.

Sarah Maroun, our VPAA, is awaiting word on the Strengthening Community Colleges grant that we submitted along with Onondaga Community College and SUNY Jefferson. The federal grant would provide resources to help fund initiatives related to regional workforce needs pathways, particularly in health care and related fields, as well as cybersecurity.

The North Country CC-Workforce Development Partnership continues to meet monthly with the goal of finding ways to create academic and career pathways for students and a pool of potential employees for employers.

★ **Strategic Plan**

Regretfully, we have not been able to meet the time-line we developed over the summer. However, the plan is taking shape as areas of the College (academics, enrollment, etc) are finalizing how their areas/units can align their efforts in support of and to advance the priorities proposed. Attention will be refocused on this over break and we hope to have some more details for the campus community when we return after the holiday.

★ **Middle States/SUNY/NYSED**

MSCHE Updates

The Self-Study first draft is nearly complete. The Steering Committee is planning for a writing day over winter break, which will help us identify items we'll want and need to attend to. Many thanks to all who are serving in some capacity in our self-study.

SUNY

No updates from SUNY at this point.

That's all for now. Gratefully yours,



Joe Keegan
President
North Country
Community

**College Senate
Friday, December 11th, 2020
Student Affairs Reorganization Proposal**

Overview

For the last several years, the Student Affairs area of the College has been led by the Dean of Student Life, a position within NCCCAP. This proposal seeks to reorganize that area of the College by renaming it, reconfiguring the position from NCCCAP to MC, elevating the position to an Associate Vice President, and reassigning areas of the College from Academic Affairs to this restructured area, Student Affairs. This move would be in line with a previous iteration of our administrative structure, one that was moved away from about ten (10) years ago. Below are the proposed changes, the reasons for doing so and the financial impact.

This was presented to and received support from President's Council and the Long Range and Strategic Planning Committee earlier in the semester. All parties that would be impacted were consulted prior to presenting it and they too voiced support for the proposal.

Proposal

- Rename the Student Life Area to Student Affairs.
- Student Affairs will include Student Life, Residential Life, Career and Transfer Counseling, Campus Safety and Security, and Athletics.
- The area will be led by an Associate Vice President for Student Affairs.
- The existing Dean of Student Life position will not be filled. We are proposing that the individual currently holding the Dean role be appointed on as the interim AVP.
- The AVP will move from NCCCAP to Management Confidential and become part of the administrative team.

Rationale

- An advocate for the non-academic side (student affairs) of the student experience at the College would be a welcome addition to the administrative team and its work.
- The current administrative structure is unbalanced with the majority of employees reporting to the Vice President of Academic Affairs. Moving Athletics out from under AA to Student Affairs would help balance out the administrative load.
- The majority of our sister institutions follow this practice of having Athletics lodged within the Student Affairs area.
- Some of the compliance responsibilities (e.g. Title IX) have fallen on HR, another area with limited human resources. These would move over the AVP for Student Affairs.

Other Considerations

- Other areas currently reporting to AA could be re-evaluated for placement under Student Affairs, though at present there are no plans to do so.
- Other compliance requirements, including elements in the Verification of Compliance required by Middle States, would be overseen by the AVP.

- The current Dean of Student Life has expressed interest in advancing at the College and this restructuring affords a pathway to that while at the same time advancing the College's interests.
- The position, if approved, would be offered as an interim appointment for a yet to be decided period of time. If the current Dean of Student Life were to take the position, they would have retreat rights to their current position in event that either party concluded the move was not the right fit.

Financial Impact

- We are proposing an annual salary in the range between \$80-83,000. At the upper end of the range, this would be a \$10,000 increase in salary if the current Dean of Student Life were to be offered the position.

NORTH COUNTRY COMMUNITY COLLEGE
23 Santanoni Avenue
Saranac Lake, New York 12983

POSITION DESCRIPTION
Associate Vice President for Student Affairs

Job Title: Associate Vice President for Student Affairs

Job Status: Full-time (Management Confidential)

Department: Student Affairs

Supervisor: President

North Country Community College (NCCC) is a small community college located in the Adirondack State Park in Northern New York. The main campus is located in Saranac Lake with additional campuses in Malone and Ticonderoga. While the College offers numerous majors, including several occupational programs, the College focuses on a liberal arts education as a foundation for any degree program. Classes are relatively small providing opportunities for individualized instruction and focused academic advisement for each student.

General Job Description: The Associate Vice President for Student Affairs (AVPSA) serves as the senior student affairs officer and leads and oversees student affairs/student life operations, which enrich and support the academic experience. A member of the senior leadership team, the AVPSA reports to the President and participates with other leadership team members in strategic planning, policy formulation, problem-solving and institutional planning, and effectiveness.

The Associate Vice President for Student Affairs (AVPSA) is responsible for oversight, planning, assessment, and ongoing development of student life and student affairs operations at the College. These include student activities, student conduct, career and transfer counseling, campus safety and security, residence life, and athletics, among others. The AVPSA is responsible for the management of area's budget and planning, assessment of operations and use of results to foster improvement, development of policies and procedures to improve operations and support the student experience and advancing the area's operations. The position also affords, and it is expected that, the AVPSA will be engaged in daily operations of the student life area.

The AVPSA exercises administrative supervision over specified functional areas, including the Athletic Department, Campus Security, and Student Life. The expectation is that the AVPSA works closely with the NCCC Association to ensuring alignment of the College and Association's operations in support of students as well as joint supervision of the Assistant Director of Student Life.

The AVPSA interacts with numerous entities related to student life on behalf of the College, including the North Country Community College Board of Trustees, the College Foundation, the College

Association, the State University of New York, and New York State, Essex County and Franklin County legislative and executive offices.

Major Duties and Responsibilities:

1. Establish and lead the student affairs area towards achieving area and departmental goals and objectives that align with the College mission, vision, values, and strategic priorities/plan.
2. Oversee the professional staff, paraprofessional staff and student leaders organizing and coordinating residence life programs, new student orientation, student government, student activities, student leadership programs, civic engagement programs, career and transfer services, the Student Code of Conduct, student discipline, student behavioral intervention, threat assessment, and crisis response, student wellness services, health records collection, annual student awards program, and the annual Chancellor's Award for Student Excellence process.
3. Lead policy development and/or implementation of compliance efforts including but not limited to the programs, policies, procedures, trainings and completion of federal and state mandated reports such as the SUNY Annual Report, Campus Security Act, Clery Act, Violence Against Women Act, Title IX, and NYS 129B. In addition, NYS 129A requirements including co-chair of the Campus Safety Committee, post-secondary immunization compliance, the Drug Free Schools and Communities Act, NYS Voter Registration requirements, and SUNY resolutions adopted in part or in full by the College related to child protection, sexual misconduct, alcohol, drug and other substance use prevention and intervention, domestic violence, bias-related harassment and other acts of violence.
4. Direct the administration of student discipline and grievance policies and procedures as published in the College's Code of Conduct.
5. Exercise administrative supervision over and support of assigned areas including student life, campus safety and athletics. This includes supervising personnel assignments and schedules and conducting performance evaluations in accordance with collective bargaining agreements and established College policies and procedures and facilitating a professional development program for staff in these offices.
6. Develop, oversee, and manage student life and campus safety budgets. Oversee the Athletic Department's budget, which is developed and managed by the Athletic Director.
7. Serve as the College's Chief Diversity Officer and promote a strong commitment to diversity, affirmative action, and student equity in all programs at the College.
8. Work collaboratively with College academic programs and assists in the administration of articulation agreement (2+2 programs) with other institutions of higher education.
9. Serve as a member of President's Council and other college committees as assigned.
10. Develop partnership and maintain liaisons with community and service organizations that enhance the mission of the College and the student experience.
11. Promote the programs and services under supervision to other entities in the College community and local municipalities through active social media efforts and management of web-site content.
12. Manage resources in their area to further the mission and strategic plan of the College and provide for a safe and healthy campus environment.
13. Demonstrate leadership in and commitment to the following areas: customer service, customer-friendly processes, functional work teams and continuous process improvement.

14. Interact effectively with faculty, staff, student groups as well as the Board of Trustees and the broader community in matters related to student affairs, including student life, student development, campus safety and security, and athletics.
15. Interact significantly and effectively with external partners/agencies which include Essex and Franklin County, SUNY, New York State and Middle States Consortium of Higher Education.
16. Serve on College committees and participate in College Governance.
17. Develop with supervisor and maintain a professional growth plan.
18. Conduct oneself in a professional manner promoting good relations with College employees, students, parents, local community members, jurisdictional representatives, and visitors.
19. Maintain an awareness of, and function within, the current requirements of the NCCC Rights and Responsibilities, Equity Action Plan and Drug Awareness Plan, and other related employment requirements as outlined in the current NCCCAP Collective Bargaining Agreement (CBA).
20. Be cognizant of and maintain appropriate behavior as outlined in all College policies.
21. Perform other duties as assigned by the President.

Principal Performance Requirements:

1. Establish and lead the student affairs area towards achieving area and departmental goals and objectives that align with the College mission, vision, values, and strategic priorities/plan.
2. Oversee the professional staff, paraprofessional staff and student leaders organizing and coordinating residence life programs, new student orientation, student government, student activities, student leadership programs, civic engagement programs, career and transfer services, the Student Code of Conduct, student discipline, student behavioral int, threat assessment, and crisis response, student wellness services, health records collection, annual student awards program, and the annual Chancellor's Award for Student Excellence process.
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6. Develop, oversee, and manage student life and campus safety budgets. Oversee the Athletic Department's budget, which is developed and managed by the Athletic Director.
7. Serve as the College's Chief Diversity Officer and promote a strong commitment to diversity, affirmative action, and student equity in all programs at the College.

Minimum Qualifications:

- 1. **Education:** Master’s degree from a regionally accredited college or university in student affairs, student development, higher education administration or related field of study preferred.
- 2. **Experience:** At least five (5) years of progressively responsible experience in 5 years of relevant experience at the mid-level manager level in student services, student affairs or higher education administration required.

Key Competencies

- 1. Demonstrated leadership skills in a fast-paced, changing environment
- 2. Demonstrated ability to create and establish a positive working environment within the division as well as a service- oriented relationship with faculty, staff, and administration
- 3. Demonstrated commitment to diversity, equity, and inclusion along with effective implementation of multi-cultural and cross-cultural programming
- 4. Experience with and commitment to strategic planning and continuous quality improvement
- 5. Ability to interpret and apply state and federal laws and regulations governing financial procedures
- 6. Demonstrated knowledge of current legal requirements affecting student affairs and how those requirements are appropriately applied in programs and policies at the College is required.
- 7. Effective interpersonal, organizational and communication skills

This position was created on October 22nd, 2020. It is a 12-month, management confidential position.

Changes to this job description were reviewed and approved by:

Area	Person’s Name	Signature	Date
College Administration			___/___/___

Date last reviewed _____

Last reviewed by _____

Drafted: 11.12.20: jk

Student Affairs Area (Proposed)

