

Board of Trustees Meeting Agenda

11:00 a.m. | Friday, February 26, 2021

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

- I. Call to Order
- II. Approval January 29th, 2021 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Vice President for Marketing & Enrollment Management
 - Interim CFO
 - Dean of Student Life
 - President
 - Resolution 2020-21 | Name Change Policy
 - Resolution 2020-21 | Video Surveillance Policy
 - Shared Governance Document
- 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: Feb 26, 2021 11:00 AM Eastern Time (US and Canada)

Join Zoom Meeting : <https://us02web.zoom.us/j/85187007667?pwd=Vm9SQIN2bXhuWm9MY1F3OUNMR25WZz09>

Meeting ID: 851 8700 7667 | Passcode: 030750

One tap mobile | +16465588656,,85187007667#,,,,*030750# US (New York)



Board of Trustees Meeting Minutes | January 29, 2021
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, Pete Suttmeier, Jessica Kemp

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Chris Knight, Erik Harvey, Tara Smith, Diana Fortune, Shir Filler, Lee Susice, Kim Irland, Dianna Trummer, Kyle Johnston, Kim Duffey, Scott Harwood

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

Minutes

Mary Irene Lee made the motion to accept the December 18, 2020 meeting minutes as they were presented. Mark Moeller seconded the motion. The December 18, 2020 meeting minutes were unanimously approved (8-0-0) pending a meeting date correction under the Interim CFO's report.

College Senate

Shir Filler reported:

- In process of electing a new management confidential member for Senate.
- Submitted application to SUNY for Shared Governance award
- Performed an assessment survey for the shared governance system. During the assessment process thus far, it shows the College is doing well with some notable areas of improvements. It was noted too that the Board of Trustees were complimented in several areas of the survey. A report will be shared soon.
- The board discussed changes with their position with the College.

NCCCAP

Lee Susice reported:

- There is a new faculty member at the College, the union hopes to enroll them soon.

CSEA

Dianna Trummer reported:

- Did not have a chance to have a meeting this month. There will be a unit meeting next month. The discussion will revolve around the experience of this past academic year. Upcoming elections will be addressed as well.

Board Chair Report

Steve Reed reported:

- Begun the preparation for a full evaluation of the President and setting goals. Mary Irene and Pete Suttmeier. They will meet President's Council to get their perspective on the role of Joe Keegan.
- Met recently with the Student Government.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- Good first week back for faculty returning.
- Practical nursing students will return to campus late February, on all three campuses, for clinical skills labs. This will prepare them as clinical sites open.

- SUNY reported the program submissions have been approved and moved to State Ed.
- The steering committee have met and are working on updating the reports for the standards. The draft will be shared with the College community soon.
- The board discussed the happenings of the Department of Labor grant. The discussion then moved to nursing students, faculty, and staff eligibility for the COVID vaccine and related process.

Board moved to approve the following resolution:

- Dan Kelleher made a motion that the North Country Community College Board of Trustees hereby approves the temporary appointment of Tana Hare, to the full-time, 164-day, exempt appointment as the Director of the Nursing Program effective with the Spring 2021 semester at a salary of \$58,996. 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. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0).

Vice President for Marketing and Enrollment Management

Kyle reported:

- Enrollment numbers for spring were shared. It was noted that across the US colleges saw that traditional population was drastically down. For NCCC new student numbers are down, but the other numbers for re-entry and transfer students have increased. There will be a more direct focus over the spring and summer for potential students to work with NCCC Counselors. In perspective with our CC partners, NCCC shows to be in the number 1 and 2 position showing that the College is faring well in relation to the other colleges.
- *Last Chance to Enroll* has been open this week. There have been about 11-12 students per day registering for classes and the turnaround has gone well.
- Major project this year is the integration of SLATE customer relations management (CRM) system, improving processes and communications with students. It will allow the College to be more approachable by improved mobile-friendly applications, interim applications, website access and related areas. This will go live early next week giving the College the opportunity to be mo.
- North Country Navigator pilot project is going well. Employees are cross-trained to help spring students. Looking to improve stronger touch points and areas of communications. Engaging several people and creating a more holistic approach to processing and communications giving students opportunity for an improved experience on the first day of classes.
- CSM tool is being reorganized. The content has been improved and is being organized to be more accessible.
- It has been shown that CampusReel has been successful; showing student produced videos to share with new students. This is a new industry standard; there is an 80% chance these videos will be opened and reviewed. Aiming to have up to 25 videos ready to post by February.
- Spring campaigns have been going well. Micro-campaigns for student outreach to return to the College and sharing opportunities for scholarships.
- Lite campaign for Winter Carnival. Though the festivities will be limited, NCCC is still a sponsor.
- The board discussed enrollment numbers for re-entry students. There are more students that are older and part-time this year. Moving online was likely a factor in those students returning due to the flexibility of the programs. Kyle recommended the College take a hybrid approach post pandemic to continue offering flexibility to students.
- The board briefly discussed CampusReel and the videos that are being made for the College, both high level and granular.

Interim CFO:

Erik Harvey reported:

- CARES and CRRSAA funding are not included in the shared report. NCCC is awaiting guidance on how it can be used, more on that will be forthcoming.
- Walked the board through the Governor's proposal and potential impact to the 5-year plan:
 - Base Aid: Restored Q4 in 2019-20; 5% reduction in 2020-21; 2021-22 will go back up to the 2019-20 level.

- Rental and Low enrollment Aids: 5% reduction permanent commencing in 2020-21.
- All withheld amounts by NYS totaling approx. \$450K would be returned to NCCC in March 2021.
- Fourth quarter: End result the College will have retained \$3.65MM in cash after five years. Though this is good news, there is still a work to be done. The admin team was aware of and were strategizing to mitigate the operating deficit pre-pandemic.
- The board discussed the current and prospective standing of the fund balance.
- Pete Suttmeier made a motion to approve the report as it was presented. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0)

President's Report:

Joe Keegan reported:

- Expressed his appreciation the commitment to the college and the students by the College Community. The good news shared during this meeting is well-received. He acknowledged it has been a challenging year, but the College community has been exceptional in making these unexpected changes work during this pandemic.
- Looking forward to the start of the semester and having Practical Nursing students coming back to campus.
- County outreach for vaccine delivery is being planned on the campuses and is going well.
- It is time to plan for Fall 2021, taking in consideration the vaccinations and herd immunity, and capitalizing on what has been learned throughout this pandemic.
- Opening week has begun, virtually, and meetings have been spread out in smaller doses allowing the community to improve outreach and support to attend to students and their work.
- Current version of the strategic plan was shared this week, there was a great deal of support for the design and potential implementation. It is clear and concise; showing that the goals are achievable and less overwhelming.
- Stimulus funding was discussed, there is an improvement when compared to the recession years ago. Funding for CARES Act funding was explained to the board and how it applies to the College. Pell has expanded from the experimental stages effective July 2023. Allowing more students accessibility to the College experience. These funding opportunities will be beneficial, and the College is grateful.

Board moved to approve the following resolution:

- Pete Suttmeier made a motion that the North Country Community College Board of Trustees hereby approves the adding of performance evaluation as part of its Board Policy on Management Confidential Staff. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0)
 - There was a brief discussion on who will be administering these evaluations.
- Joe presented the following resolution for discussion that the North Country Community College Board of Trustees approves the endorsement of the *Shared Governance at NCCC: Principles, College Constituency Groups, Processes and Procedures*.
 - The board discussed the document. Concerns were voiced regarding the way that the document was describing governance at the College and potential of this document being quasi-contractual. The board requested that it be reviewed by the College's lawyer, Jim Brooks, and that it be revised to describe the larger governance system more accurately, including the Board of Trustees' role and responsibility. They requested that it clarify that the Board of Trustees is the final authority in most, if not all the items that shared governance addresses, a point that was not clear within the document.
 - After detailed discussion, it was decided to table the motion to allow for further review and potential amendments. The college will aim to share a revised version at the February board meeting.

NCCC Association:

Kim Irland reported in Shannon Warren's absence:

- Bookstore and packages for students are going well this week.
- Working on dining serves plan, the Association Board is working on coming up with potential operations for next year.
- Working on housing application to an online platform.

NCCC Foundation:

- Dianna Fortune reported:
- The foundation is finishing up the underwriting for their scholarship program. A platform has been created allowing students to apply for Fall 2021 online.

Old Business

- None

New Business

- None

Public Comment

- None

Executive Session

Jerry Griffin made the motion to enter Executive Session at 12:14 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 12:14 p.m.

Jerry Griffin made a motion to adjourn executive session at 13:15 pm. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Jerry Griffin 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 13:15 pm.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

2/26/2021

Motion:

Second:

Action:

**Interim VPAA Report to the
Board of Trustees
February 26, 2021**

Please find the following report from the Academic Area below.

Academic Planning, Programs and Policies:

- **Academic Planning**
 - **Strategic Planning:** Drafts of the complete strategic plan will be shared with the Senate for approval after review by President's Council and the LRPBC.
 - **Spring Schedule:** Spring courses are underway, and reports from faculty are largely positive in terms of student engagement and participation.
 - **Spring Courses:** Students in limited programs are now on campus (as of Feb. 16th). All students are following COVID-19 protocols including weekly testing, use of personal protective equipment (PPE), and use of the screening application each day they arrive.
 - **Summer Courses:** The summer schedule is out to faculty for review. Students can begin to register for summer classes by the end of February. It will be a mostly remote schedule.
 - **Fall Planning:** While we hope the vaccination process proceeds quickly to provide safer conditions for on-campus classes, we anticipate the need for social distancing, mask-wearing, and vigilant cleaning protocols through the Fall 2021 semester. We plan to incorporate more on-campus instruction while maintaining low density on all campuses. The planning process includes both a faculty and student survey to determine preferences for fall course delivery. Drafts of the schedule will be out in mid-March for review. We are also evaluating rooms on each campus to upgrade technology as needed to support multiple modes of instruction. At this time, programs and classes where the learning outcomes are more dependent upon face-to-face instruction have priority for space. Currently, those include allied health programs, science labs, Wilderness Recreation and Leadership courses, Art studio courses, and some physical education courses. We will also look at offering an on-campus option for courses where there is high enrollment and the need for multiple sections such as English, social sciences, and math.

- **Academic Programs:** A small group continues to explore opportunities and requirements around certificate programs. Please contact Selina LeMay-Klippel if you are interested in contributing to the group.
 - Certificate in Entrepreneurship Management:** This certificate was approved by New York State Education Dept. on February 11th. Many thanks to the Kim Duffey and the Business Department as well as Selina LeMay-Klippel for their work on moving this forward. The certificate is approved for delivery in Malone, Saranac Lake, and Distance Learning.
 - Programs in the approval process:** SUNY has approved the AS Business track in Healthcare Administration. We are waiting on New York State Education Department approval. On hold: Certificate: Advanced EMT. In the exploratory phase: Certificate: Teacher Assistant; AAS Cybersecurity.

- **Continuing Education:** The *North Country Live* sessions began again on February 11th (last night) with a presentation by Tom McGrath. See our website for a full listing of spring offerings.

- **Middle States/Assessment of Student Learning:**
 - **Assessment:** The two College-wide Goals to be assessed for the 20-21 academic year include Social and Cultural Literacy and Scientific Literacy.
 - **MSCHE Self-Study:**
 - **Timeline:** The draft is still in progress. A draft will be sent to the visiting Team Chair, Dr. Kristy Bishop by the end of March, in anticipation of a remote visit from Dr. Bishop in mid-April.
 - **Virtual Visit:** We learned this week that all Middle States visits through December 31, 2021, will occur virtually. Our visit is preliminarily scheduled for the first week of October.
 - **Distance Learning Approvals:** Middle States has recently changed their guidance and programs being offered temporarily in a distance learning or remote format do not need to be submitted for approval.
- **College Bridge:** College Bridge registrations for the Spring semester are almost complete. Registration has been slower than previous years due to all of the changing dynamics in our local high schools. Confirmation of rosters will take place after completion. Observations of College Bridge instructors are being conducted remotely this year.

Grants and Experiments:

Here is a brief update on our grants:

- **Second Chance PELL:** Classes will continue remotely for the Spring 2021 semester. Strategies to keep students engaged include DVDs, a video-conference pilot program, and a texting service that allows students and faculty to communicate directly. PELL funding has now been restored on a national level and will become a non-experimental program as of 2023. Many thanks and congratulations to all who have made our Second Chance PELL program a success! It is programs like ours that contributed to the overall positive outlook on the efficacy of Pell funding for incarcerated individuals.
- **Northern Borders Regional Commission Grant:** Planning for non-credit course delivery is underway.
- **PTECH:** Merrill (Kempton) Pierce has been appointed as the Coordinator for the PTECH program. Kempton has been an integral part of the teaching staff since the beginning of the program, and he will maintain his teaching role in addition to administrative duties. We look forward to working with him in his new role. Recruitment is underway for the next cohort.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President of Marketing and Enrollment

Report to the Board of Trustees

Created February 20, 2021

Enrollment and Financial Aid Team Updates:

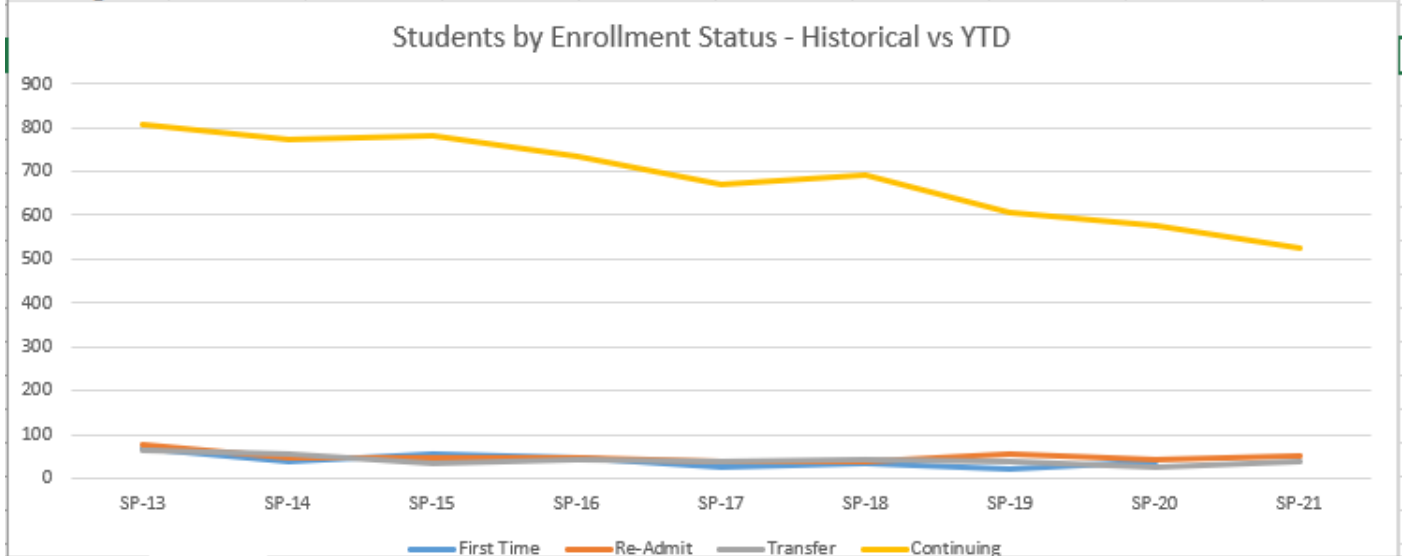
- Major project updates:
 - SLATE CRM (Customer Relationship Management): Our two main admins have gone through the two-week SLATE training and three more employees are working their way through currently. In March we will start to develop out the new inquiry forms and communications that will flow from them. We will first build everything out for prospective students then move on to applicants.
 - OUCampus CMS (Content Management System): We've continued to work through our reorganization of the website and have now had our kick-off/discovery/planning meetings for the new Course Module that we hope to utilize for the Summer and Fall semesters.
 - North Country Navigator: This new approach to Enrollment Management was piloted (a light version) for the Spring start students to help build out the processes and communications. This month we are discussing what worked and what needs improvement so we can finalize our plan for the upcoming semesters. We hope to start working students through this new process by April 1st.
 - CampusReel Video Production: Currently we have 15 student-to-student videos that are complete or in the production phase. We now have enough content finalized to develop out the lead generation side of this project where we will be able to follow-up with students who show interest in our videos. Over the next month these videos will be used to enhance our prospecting/lead generation, outreach, North Country Navigator, official college website, social media, and YouTube channels.
- The Enrollment Team worked hard to bring in a higher number of incoming (new, re-entering and transfer) students than the previous year. There were many new items tasked to this team which included items that were previously handled by other departments to help simplify the process of on-boarding for students. Our goal is to become the conduit for all students starting with their initial showing of interest through the first week of class (and beyond).
- The Financial Aid team has been buttoning-up the awarding and reporting requirements for Spring semester and has already begun the setup needed for Fall semester. We have been pushing hard for tuition and fee final approval so we can finalize setup and begin awarding students early in March. This is an integral step needed to be able to notify students of their financial aid packages earlier than most other colleges. This will help to position us very well for the future. Also, we have recently brought together a group to discuss strengthening the Student Portal to make it more of a one-stop-shop for students. This project will help students take action on the items needed to enroll and stay enrolled. Once students begin to see this as their go-to for eServices then we will be able to use it as a better route to serve notices to them.

Marketing and Web Team Updates:

- Recently we finalized and delivered a promotional newspaper insert that was cast across the North Country. This 15,000-piece insert promoted all of the upcoming North Country Live sessions and is the first paid advertising that we've done for this initiative. We've been tracking the site traffic to www.nccc.edu/live to gauge effectiveness and have seen weekly visits go from averaging less than 20 site visitors to 183.
- We've begun work on the program-specific marketing that will happen this upcoming Spring and Summer. We will begin to focus in on our Transfer Degrees (AKA: Associates of Arts, AA Transfer Degree, Liberal Arts, Gen Eds, University Transfer, etc). The process starts with updating all web content (program pages) then

developing the advertising plans that will bring people to our www.nccc.edu/programs page where they can explore further.

	Final at verification	Final at verification	Final at verification	Final at verification	Final at verification	Final at verification	Final at verification	Final at verification	Final at verification	Preliminary
	SP-13	SP-14	SP-15	SP-16	SP-17	SP-18	SP-19	SP-20	SP-21	SP-21
First Time	66	39	54	47	25	34	22	39	31	31
Re-Admit	75	46	48	46	38	40	55	41	53	53
Transfer	63	56	34	43	40	42	37	26	38	38
Continuing	809	774	783	734	669	690	605	577	524	524
Total:	1013	915	919	870	772	806	719	683	646	646
Incoming:	204	141	136	136	103	116	114	106	122	122




NORTH COUNTRY
LIVE

North Country Live returns with FREE history, recreation, & environmental issues programming!

Join us on Zoom starting **FEBRUARY 11** for a new lineup of exciting sessions, which can be found at WWW.NCCC.EDU/LIVE. Each presentation and panel discussion will include an opportunity to interact with and ask questions of the hosts.

This upcoming North Country Live series will feature the following sessions, each of which takes place at **7 P.M.** on Zoom. All offerings are free and open to the public.



➤ To register and receive the Zoom invitation for any or all of these programs, visit WWW.NCCC.EDU/LIVE.



History of North Country's Campus Locations

From battlefields, to hospitals, to engines of industry, this series will explore the history of the North Country campus locations before they became places of higher learning. Hosted by Humanities Department Associate Professor Tom McGrath.



Managing Recreation in the High Peaks

A panel discussion on what steps can be taken to address overuse of the High Peaks. Hosted by Jeremy Cunningham, director of North Country's Wilderness Recreation Leadership program.

[More sessions on back >](#)

Continued from front »



Threats to Adirondack Water Quality

This program, co-sponsored by the Adirondack Watershed Institute at Paul Smith's College, will focus on road salt contamination, aquatic invasive species, failing wastewater treatment systems and other pressures on Adirondack watersheds.



Climate Change: What Can You Do About It?

We know that climate change is happening. What can you do about it? A group of college and high school student leaders will share their ideas and perspectives.



Backcountry Preparedness 101

Hikers and backpackers can sometimes wind up in bad situations because of a lack of knowledge or preparedness. This program will highlight how to plan and prepare for your next adventure. Hosted by Jeremy Cunningham, director of North Country's Wilderness Recreation Leadership program.



Beginner Birding in the Adirondacks

With spring in the air (hopefully), this program will focus on the basics of how to identify common birds by sight and sound both in your own backyard, and in the forests and fields of the Adirondacks.



Gardening for Mother Earth

To mark Earth Day, this session will present local community garden opportunities and discuss all the benefits of gardening.



To register and receive the Zoom invitation for any or all of these programs, visit WWW.NCCC.EDU/LIVE.



NC North Country Community College ...
Sponsored · 🌐

This February, we honor the indomitable spirit of the Saranac Lake Winter Carnival. Don't miss the ice palace or fireworks.



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Come NC Winter Carnival
NCCC, a proud Carnival sponsor

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NC North Country Community College ...
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NCCC is a proud sponsor of the Saranac Lake Winter Carnival 2021. Don't miss the three events going on this February 5-14!



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**North Country Community College
Interim CFO's Report to the Board of Trustees
February 26, 2021**

Greetings,

There is not much to report this month. I present the January operating financials for your review and approval. The receivable to students is \$2.6M lower than prior year at the same point in time due to NCCC extending the start of the SP21 semester and then the add/drop deadline by 1 additional week. Spring semester billings will catch up in the month of February.

NCCC is still awaiting further guidance on how best to use the awarded CRRSAA and CARES funding. NCCC is also eagerly awaiting the fate of the NYS Executive budget, which if approved, will provide much relief to the 2020-21 operating deficit largely driven by an anticipated 20% NYS aid cut.

The February forecasted operating deficit of \$792K assumes enrollment FTE decline of 7% overall, related to declines in out of state, concurrent enrollment (high school students), and the Pell prison program. The projected NYS aid reduction of \$785K assumes a 20% cut in aid for 2020-21, which will be reduced to a 5% cut if the NYS Executive budget gains approval. Revenue losses due to the pandemic are being offset by reductions in expenses. Salaries are reduced due to attrition, early retirements, delays in hiring open positions, and the reduction of casual labor pools related to instruction. Travel, utilities, and maintenance costs are reduced due to shifting to mostly online instruction.



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT
As of January 31, 2021

SUBMITTED TO THE BOARD OF TRUSTEES
February 26, 2021

ERIK HARVEY
Interim CFO

North Country Community College Balance Sheet JANUARY 31, 2021				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
Assets				
Cash	\$ 3,299,293	\$ 3,065,872	\$ 233,421	
Accounts Receivable-Students	564,686	3,161,056	(2,596,370)	
Due From NCCC Association	362,798	175,032	187,766	
Due From NCCC Foundation (Contributions)	682,308	1,041,405	(359,097)	
Due From Other Funds	(494,446)	274,995	(769,440)	
Due From Governments (State & Fed Fin Aid)	316,356	436,549	(120,193)	
Prepaid Expenses	232,511	25,172	207,340	
Total Assets	\$ 4,963,505	\$ 8,180,079	\$ (3,216,574)	
Liabilities				
Accounts Payable	\$ 24,902	\$ 14,086	\$ 10,815	
Payroll & Benefits Liabilities	79,303	157,743	(78,440)	
Due to NCCC Association (Room, Meals, Books)	-	444,605	(444,605)	
Due to NCCC Foundation (Rent)	443,992	488,481	(44,489)	
Due to Other Funds	40	60	(20)	
Due to Retirement	57,298	127,543	(70,245)	
Compensated Absences	289,672	256,362	33,310	
Other Liabilities	256,317	451,639	(195,322)	
Total Liabilities	\$ 1,151,525	\$ 1,940,520	\$ (788,995)	
Month End Equity	\$ 3,811,981	\$ 6,239,559		
Total Liabilities & Equity	\$ 4,963,505	\$ 8,180,079		
Fund Balance Summary				
Prelim Fund Balance as of 09/01/20	\$ 4,094,304			
Estimated 20-21 Surplus (Deficit)	\$ (792,376)			
Projected Fund Balance as of 09/01/21 ¹	\$ 3,301,927			

¹ 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 \$15,856,548.

North Country Community College Revenues & Expenditures JANUARY 31, 2021				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
Revenues				
Tuition & Fees	\$ 5,330,393	\$ 3,221,872	\$ (2,108,521)	60%
Sponsors' Contribution	2,380,000	975,000	(1,405,000)	41%
Chargebacks	695,600	362,900	(332,700)	52%
Out-of-State Tuition	747,053	263,016	(484,037)	35%
State Aid	4,050,609	904,122	(3,146,487)	22%
Contributions	1,153,500	475,196	(678,304)	41%
Total Revenues	\$ 14,357,155	\$ 6,202,106	\$ (8,155,049)	43%
Expenditures				
Salaries	\$ 7,134,020	\$ 2,871,981	\$ 4,262,039	40%
Payroll Taxes	545,752	197,482	348,270	36%
Medical	2,057,012	602,951	1,454,061	29%
Retirement	620,050	270,672	349,378	44%
Other	107,535	113,657	(6,122)	106%
Equipment	34,050	13,684	20,366	40%
Facility Leases	1,448,480	644,349	804,131	44%
Utilities	301,500	106,317	195,183	35%
Maintenance	167,150	55,005	112,145	33%
Office & General Supplies	69,810	18,022	51,788	26%
Advertising	206,050	34,653	171,397	17%
Professional Services	118,200	22,115	96,085	19%
Information Technology	291,370	158,432	132,938	54%
Library & Instructional Supplies	347,510	54,038	293,472	16%
Scholarships	485,000	524,151	(39,151)	108%
Travel	101,550	41	101,509	0%
Property & Liability Ins.	145,000	71,301	73,699	49%
Miscellaneous	207,817	113,967	93,850	55%
Total Expenditures	\$ 14,387,856	\$ 5,872,817	\$ 8,515,039	41%
Operating Surplus (Deficit)	\$ (30,701)	\$ 329,289	\$ 359,990	-1173%
Non-Operating Activity	-	34,997	34,997	NA
Total Fund Surplus (Deficit)	\$ (30,701)	\$ 364,285	\$ 394,987	-1287%

North Country Community College

February Forecast

For the year ending August 31, 2021

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	575	583	8	1%
Out of State	60	31	(29)	-96%
In/Out of State FTE	635	614	(21)	-3%
Concurrent Enrollment	250	227	(23)	-10%
Core Operating FTE	885	840	(45)	-5%
Pell Prison Program	165	141	(25)	-17%
Total FTE	1,050	981	(69)	-7%

Unrestricted Fund <i>(in thousands)</i>	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 5,107	\$ 4,958	\$ (149)	-3%
Fees	1,210	1,212	2	0%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	607	640	33	5%
State Aid	4,051	3,266	(785)	-19%
Contributions & Other Income	1,154	1,156	3	0%
Reserve for Bad Debt	(151)	(125)	26	-17%
Total Revenues	14,357	13,487	(870)	-6%
Expenditures				
Salaries	7,134	6,795	(339)	-5%
Payroll Taxes	514	486	(29)	-6%
Medical	2,025	1,980	(45)	-2%
Retirement	600	671	71	12%
Other	191	228	36	19%
Equipment	34	34	-	0%
Facility Leases	1,448	1,546	98	7%
Utilities	302	237	(65)	-22%
Maintenance	167	162	(5)	-3%
Office & General Supplies	70	70	-	0%
Advertising	206	202	(4)	-2%
Professional Services	118	104	(14)	-12%
Information Technology	291	291	-	0%
Library & Instructional Supplies	188	176	(11)	-6%
Scholarships	485	385	(100)	-21%
Scholarships - Concurrent Enrollment	-	375	375	NA
Travel	64	17	(46)	-73%
Property & Liability Ins.	145	143	(2)	-1%
Miscellaneous	406	378	(28)	-7%
Total Expenditures	14,388	14,279	(109)	-1%
Unrestricted Fund Surplus / (Deficit)	\$ (31)	\$ (792)	\$ (762)	-2481%

student affairs

NCCC.EDU/STUDENT-SUPPORT
NCCC.PRESTOSPORTS.COM

February 2021 BOT Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE

JERRAD DUMONT – ATHLETICS FACILITY MANAGER

KENT EGGLEFIELD – SPORTS INFORMATION

KATHY GOODROW – OFFICE ASSISTANT

KIM IRLAND – DEAN OF STUDENT LIFE

BRUCE KELLY – COORDINATOR OF STUDENT LIFE

CHAD LADUE – ATHLETICS DIRECTOR

Athletics Department News

- The Athletics Department is currently developing Fall 2021 “Return to Play/Practice” and “Return to Compete” plans for College review in conjunction with the Association’s drafted reopening plans for housing and dining.

Student Life & Campus Safety and Title IX News

- The Student Life Office is exploring an MOU with STOP Domestic Violence for on campus counseling support services beginning Fall 2021.
- The Safety Committee’s recommended policy on Security Camera Surveillance was recently presented and endorsed at College Senate.
- The Biennial Review of Alcohol and Drug Prevention was completed over the winter break after a semester of work by Jerrad, Stacie, Kathleen, Ericka, and Kim. A copy of this report is located in the Senate repository and will be kept on file in both the President’s Office and Student Life Office.
- Guardian case management data report for Spring 2021 as of February 18, 2021

Top Incident Types	Total Incidents
ADA 504	69
Health Disclosure	7
COVID-19 Report	6
Request for Student Support	4
Student Grievance/Complaint	2
Student Behavior Report	2

- ADA 504 cases are the number of Students with Accommodations
- Health disclosure includes pregnancy/location, injury, or illness (non-covid)
- COVID-19 reports are reported positive cases or exposures
- Requests for student support are part of our Behavioral Intervention case load
- Student grievances and complaints are student reported complaints
- Student behavior reports are alleged policy violations
- Academic integrity reports are alleged policy violations

Diversity, Equity and Inclusion News

- We have copies of our college-wide Common Read book “Uncomfortable Conversations with a Black Man” by Emmanuel Acho at all three campus locations. Free copies of the book are available for employees who sign up – sponsored by SUNY Exploration in Diversity funding. [Sign up here!](#)
- We have launched a professional development self-paced course in Blackboard for faculty and staff – employees can opt to participate in the Sociology of Diversity course as a “student” and access a growing repository of resources for inclusive teaching. [Sign up here!](#)
- The Name Change Request policy and process was recently endorsed at College Senate.

student affairs

NCCC.EDU/STUDENT-SUPPORT
NCCC.PRESTOSPORTS.COM

January 2021 Senate Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE

JERRAD DUMONT – ATHLETICS FACILITY MANAGER

KENT EGGLEFELD – SPORTS INFORMATION

KATHY GOODROW – OFFICE ASSISTANT

KIM IRLAND – DEAN OF STUDENT LIFE

BRUCE KELLY – COORDINATOR OF STUDENT LIFE

CHAD LADUE – ATHLETICS DIRECTOR

Athletics Department News

- Chad submitted the annual Equity in Athletics Disclosure Act (EADA) Report in December 2020
- A comprehensive Athletic Program Review is underway this spring semester and is expected to be completed in May 2021
- Jerrad is leading efforts to revamp the Athletic Mentoring Program with a launch date of Fall 2021 for implementation after spring 2021 training and testing.
- Kent has been updating the athletics website. In February look for “Where Are They Now” stories on former student athletes. Goals is to publish these stories each month on a male and female student athlete.
- Coaches have been recruiting hard, and it is looking to be a very good recruiting year for the Saints. Awaiting decision on Fall 2021 athletics season.

Student Life News

- The SGA completed a winter break retreat virtually
- Angela is currently participating in a Mindfulness Certificate Program with the intent to offer Mindfulness Group Sessions later this spring semester
- Bruce is developing virtual career readiness materials and video library content, a jobs board space in Blackboard, and a web template for employers to submit their recruitment announcements. All new materials and services will be linked to the Career Service webpage early Spring 2021.
- Over the winter break we learned the Chancellor’s Award for Student Excellence nomination deadline was extended to mid February. You can still nominate students [here](#) for the General Award and [here](#) for the Special Award.

Diversity, Equity and Inclusion News

- The Diversity Task Force college-wide Common Read book is “Uncomfortable Conversations with a Black Man” by Emmanuel Acho. [Sign up here!](#)
- A professional development self-paced course is under development in Blackboard for faculty and staff – sign up info coming soon for first cohort
- The Preferred Name Change Request policy and process is under review with the Policy Review Board and President’s Council. Stay tuned.

Title IX News: nccc.edu/title-ix

- Reminder to notify Kim Irland as the new Title IX Coordinator if any student discloses pregnancy or lactation status to you. I am currently aware of 4 students this spring semester who qualify for protections and accommodations. Also notify Kim if any student discloses sexual or interpersonal violence to you.

General Student Affairs News

- The Biennial Review of Alcohol and Drug Prevention was completed over the winter break after a semester of work by Jerrad, Stacie, Kathleen, Ericka, and Kim. A copy of this report is located in the Senate repository and will be kept on file in both the President’s Office and Student Life Office.
- In partnership with Academic Affairs, Kim and Sarah hosted a series of three January Chat & Chew sessions for faculty and staff to talk about course design, accessibility, Office 365 apps, inclusive teaching and learning, show & tell, and open discussion. These sessions will continue on the first Friday of every month at noon this spring semester.
- The Tobacco-Free Task Force has reconvened with the intent to revisit policy and cessation support services including nicotine replacement therapy.
- [Emergency Funding](#) requests for basic needs that support student persistence are being extended into the spring semester!

**North Country Community College
President's Report to the Board of Trustees
February 26th, 2021**

Greetings to you all,

I hope this finds you and yours staying healthy and safe. Although it was late to start, winter has been generous to those who enjoy snow and ice-related activities. For those more inclined towards the summer months, they will soon be here.

The spring semester is fully underway and nearly 25% complete. Allied health students, including our PN, Massage Therapy, and Rad Tech freshmen have begun their in-person classes on campus. For those in remote classes, students and the faculty are engaged in synchronous and asynchronous learning and teaching, often within the same course. Student engagement is happening remotely with a wide variety of online activities taking place. I hope this finds you well and finding much enjoyment in the new year, despite the challenges wrought by the pandemic. The month of January was a time for our students and faculty to recharge their batteries and prepare for the spring semester.

Without missing a beat, our campus community has begun a more intense planning for the Fall 2021 semester. From academic scheduling to enrollment/recruitment, athletics to residence halls, budgeting to technology, there is much to consider and to prepare for.

The Board can take comfort in knowing that this community is incredibly dedicated and will find its way to seeing this pandemic through and returning to something resembling normal.

For more news and updates, please see the report below. Respectfully yours,

Joe

★ **COVID-19 Matters**

- *County Vaccine Clinics:* Essex County and Franklin County are planning to hold a joint vaccination POD at our Saranac Lake campus on Thursday, February 25th, 2021, depending on receipt of sufficient amount of the vaccine.
- *SUNY Surveillance Testing Policy:* Weekly surveillance testing of students on campus began the week of February 8th with pre-testing for all PN, Rad Tech freshmen and Massage Therapy students. NCCCAP and the College signed an MOU for weekly testing of all NCCCAP members working on campus this semester, and our Management Confidential employees are all participating

in weekly testing as well. While a formal agreement with CSEA does not currently exist, many of those CSEA members working on campus are also participating. We appreciate the support for and participation in these new testing protocols. Thank you.

- *Surveillance Testing Practice:* Tara Smith, our Human Resources Director and Campus Safety Monitor, continues leading our efforts in this area. As noted above, SUNY adopted a policy of testing 100% of those on campus every week. We will continue to use the pooled saliva surveillance method through SUNY Upstate.
- *Protocols and Practices:* All of the protocols and practices that were in place during the Fall 20 semester will continue during the Spring 21 semester. This includes screening, testing, sanitation, social distancing, and mask-wearing requirements.
- *COVID-19 Task Force:* The Task Force has turned its attention to planning for Fall 2021. Much of that planning is against a backdrop of so much that is still unknown, including the extent to which the vaccine will be distributed and how effective it will be against the dominant and emergent strains of the virus.

★ **Board Matters**

Many thanks to all who have submitted photos and bios to Stacie. If you have not yet done so, please let us know if you need any help. We are updating the Board webpage and want to feature you all on that. Thank you.

★ **Campus and External Relations**

Here are some highlights of events, contacts, and interactions that I have participated in over the last few weeks:

Date	With	Location
02 Feb 21	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
02 Feb 21	SUNY O&E COVID Physical Preparedness Workgroup	Webex
02 Feb 21	SUNY CC President's Meeting	Zoom
02 Feb 21	Franklin County Community Services Board	Webex
03 Feb 21	President's Council	Teams
03 Feb 21	Meet with Jessica Kemp, Student Trustee	Teams
04 Feb 21	Meet with SGA	Zoom
05 Feb 21	SUNY CC Budget Advocacy	Zoom
08 Feb 21	SUNY Chancellor Malatras visit	SL Campus
09 Feb 21	MSCHE Webinar: <i>Top 10 Issues in Higher Education</i>	Zoom
09 Feb 21	North Country CC – Perkins Local Advisory Council	Zoom
10 Feb 21	President's Council	Teams
10 Feb 21	Meet with Jessica Kemp, Student Trustee	Teams
10 Feb 21	North Country CC - Course Catalog Project Kickoff	Zoom
10 Feb 21	COVID-19 Task Force Meeting	Teams
11 Feb 21	SUNY CC Budget Advocacy	Zoom
11 Feb 21	NAHEC Board Meeting	Zoom
12 Feb 21	College Senate Meeting	Zoom
16 Feb 21	Essex County Finance Committee	GoToWeb
16 Feb 21	SUNY O&E COVID Physical Preparedness Workgroup	Webex

16 Feb 21	Essex/Franklin County Vaccine POD Preparation	Zoom
16 Feb 21	Meet with Andrew Milne, Skyward Hospitality	Zoom
17 Feb 21	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
17 Feb 21	Meet with Diana Fortune re NCCC Foundation	Teams
18 Feb 21	NCCC Retirees' Breakfast	Zoom
18 Feb 21	Fall 2021 Reopening Plans	Teams
18 Feb 21	SL Facilities Master Plan – Meeting I	Zoom
19 Feb 21	NCCC Association	Teams
19 Feb 21	SL Facilities Master Plan – Meeting II	Zoom
22 Feb 21	Aspen Institute Workshop – <i>Leading Transformational Change</i>	Zoom
22 Feb 21	Long Range and Strategic Planning Committee	Zoom
23 Feb 21	North Country CC Foundation Board Meeting	Zoom
23 Feb 21	CT Male – Charlie Stead	Zoom
24 Feb 21	Meet with Jessica Kemp, Student Trustee	Teams
24 Feb 21	Fall 2021 Planning Meeting/COVID-19 Task Force	Zoom
25 Feb 21	SGA Meeting	Zoom
25 Feb 21	SUNY CC Budget Advocacy	Zoom
25 Feb 21	President's Council	Zoom

★ **Spring 2021 Enrollment**

Our enrollment team, including our Second Chance Pell gang, has done an outstanding job this year, particularly given the conditions. They pivoted quickly to some alternative means to connect with students, and launched several projects, including a week one calling campaign to not only recruit but to help retain students.

We are trending about 12% down for Spring 21 when compared to Spring 20 and about 8% down overall for the year. The variables that could impact final enrollment figures are the three-week verification period (which just ended), Spring 21 Bridge Enrollment and Summer 21 semester, both campus-based and Second Chance Pell.

★ **20-21 College Budget**

At this time, there is little new to report. As noted last time, the Governor's Executive Budget calls for:

- a release of the 20% holdback by the state from the 4th quarter of 2019-20,
- a release of the 20% holdback from the state for the 2020-21 year,
- a release of the 20% holdback of TAP that was awarded to students, and
- a one-time cut of \$147/FTE for this 20-21 year (that loss will be largely ameliorated by the restoration of the 4th quarter funding from 19-20)

Should that come to pass, and it is dependent upon many factors, our we could be looking at a \$220,000 deficit rather than \$800,000 as projected earlier.

★ **2021-2022 Budget**

Since the January 29th, 2021 Board meeting, there has been little news on the 2021-2022 budget front. As noted below:

- *Expanded Pell Eligibility to Incarcerated Individuals*: Second Chance Pell is continuing with no updates on the anticipated start of the expanded Pell

program. As a reminder, the prohibition for those incarcerated in state and federal prisons has been rescinded and must start by July 1, 2023.

- *Supplemental CARES Funding*: The College was allocated \$2.2 million in supplemental funding of which \$555,641 must be used for the neediest of our students. The remaining \$1.66 million, dubbed the *institutional portion*, can be used in a variety of ways including to defray expenses associated with coronavirus including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll. We are awaiting guidance on exactly how these funds can be spent before drawing them down.
- *Governor Cuomo's Executive Budget*: No update as the Senate and Assembly are currently taking it up and developing their proposals. The highlights include:
 - ✦ holding funding stable for the student tuition supports including TAP and Excelsior,
 - ✦ a one-time cut of \$147/FTE for this 20-21 year (that loss will be largely ameliorated by the restoration of the 4th quarter funding from 19-20)
 - ✦ a restoration of that \$147/FTE for the 20-21 year
 - ✦ a 5% cut to rental aid.

This proposal is linked to and assumes a 3rd round of stimulus funding from the federal government, one that includes relief for states and localities.

★ CARES Act Funding

The CARES Act I annual report was completed and submitted by Mary Ellen Chamberlain, Director of Financial Aid, and Erik Harvey. This was a requirement for to also receive the CRRSAA funding. Regarding CARES:

- *Student funding*: We have dispersed all of our original CARES Act funding for students (\$555,641)
- *Institutional funding*: Some \$330,000 in costs to the institutional portion of the Cares Act funding have been assigned. The CRRSAA (aka CARES Supplemental Funding aka CARES II) allows for the unspent funding to be used consistent with the new regulations that guide CRRSAA funds. Thus the \$190,000 of remaining funds can be used to help absorb costs associated with responding to COVID-19.

★ Resolutions

- *Name Change Policy*: We are asking the Board to consider adopting a policy allowing for students and employees to use a name other than their legal name to identify themselves across college systems, except where their legal name is required by law or policy.
- *Video Surveillance Policy*: We are requesting the Board to consider adopting this policy which significantly builds upon the Board's 2011 *Security Monitoring and Access Policy*, with updated guidance on the use of video surveillance such that the interests of all are protected.
- *Shared Governance Working Group Document*: Following last month's Board meeting, Shir Filler took on the task of restructuring the working group document to include the recommendations made by the Board. We look

forward to your review and, if it captures the Board's suggestions, will then move it over to counsel for review. Thank you.

★ **Opportunities and Partnerships**

- *Wastewater Basic Operations Course*: Selina LeMay-Klippel, our CTE Coordinator, continues to advance the Basic Wastewater Operations course that the *Northern Border Regional Commission grant* will fund. Securing instructors has been more of a challenge than we had expected. Once that is done, Selina will move the course to the NYS Department of Environmental Conservation for review and, we hope, approval.
- *North Country Live* – The Spring 2021 edition of North Country Live launched on February 11th, with the first of two presentations by NCCC's own, Tom McGrath, on the history of the NCCC campuses. The next iteration begins on March 4th with a three-part series focused on environmental and outdoor recreation topics. To see the schedule and sign up for these free lectures, go to this link: <https://www.nccc.edu/live/>.
- *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. This group is beginning to plan for a post-COVID world.

★ **Strategic Plan**

The Strategic Plan is nearing the end of its review process and is firming up. We presented to and received good feedback and ideas on it, many which made their way into the document from:

- President's Council on Wednesday, January 27th
- to the college community on Thursday, January 28th, and
- from Long Range and Strategic Planning Committee on February 22nd.

The next step is to present it to the College Senate at their March 12th, 2021 meeting and having it ready for the Board at your March 26th, 2021 meeting.

★ **2019 SL Facilities Master Plan**

Last Thursday, February 18th and Friday, February 19th, the campus community was invited to a series of two meetings to review the SL Facilities Master Plan completed by JMZ Architects in April 2019. The document, which was comprehensive, offered several ideas on how to improve the facilities at the SL campus. However, we had not reviewed them as a community and thought the time was ideal to revisit it in light of our current experience and our strategic planning. Given that many of the same issues remain, developing some alternative approaches to making steady facilities improvements based on our priorities would be helpful.

The meetings generated much food for thought and several ideas which we will summarize and use as part of our planning processes going forward. We will, of course, share those widely for all to see.

★ **Middle States/SUNY/NYSED**
MSCHE Updates

We learned earlier this month that Middle States has extended the timing on virtual accreditation visits through the end of this calendar year. Thus, our visit, which is scheduled for Fall 2021, will be occurring virtually. We will be hosting our visit team chair for a virtual meeting in April 2021.

The working groups are updating their working drafts so Sarah and pull together a final working document which we anticipate soon.

SUNY

SUNY Chancellor, Jim Malatras, visited our Saranac Lake campus on Monday, February 8th, 2021 as part of a North Country swing. He, and a small entourage, met with a few members of our administration along with our Student Trustee, Jessica Kemp. In addition to reviewing our testing protocols, the Chancellor had a brief tour of our campus, followed by a discussion of the Spring 2021 term of the opportunities and challenges that lay ahead. He was generous with his time and his interest and in the College, our students, and our broader community and seemed to have a good grounding in the value of community colleges.

SUNY, as a system, is advocating for a change to the regulations requiring NYSED review of new programs and certificates that a) don't involve licensure, and b) don't require a change to our master plan. Currently, the process for a new program requires internal review and NCCC Board approval, followed by SUNY review and approval, followed by NYSED review and approval. If this change were made, SUNY would serve as the final step of the review process, which would cut down the time of approval by an average of 211 days.

That's all for now. Gratefully yours,



Joe Keegan
President
North Country Community

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Board of Trustees and the North Country Community College community support the rights of all people to live their lives freely and without discrimination, and

WHEREAS the Board of Trustees and the North Country Community College community embrace the values of compassion kindness, diversity, and individuality, and

WHEREAS the College recognizes that members of our community (students and employees) may desire to use a name other than their legal one to identify themselves, and

WHEREAS the decision to go by a preferred name rather than one's legal name is consistent with self-determination, personal freedom, and the College's values, and

WHEREAS this proposal has been reviewed and approved by the College's shared governance system, including the College Senate, and

WHEREAS the proposal and has been reviewed and approved by the College's administration, and

WHEREAS the recommendation has been reviewed and is supported by the President,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the *Name Change Policy*.

2020/21
MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:

POLICY: Name Change Policy
DRAFTED: December 15, 2020
ADOPTED:

I. POLICY STATEMENT

North Country Community College, sponsored by Essex County and Franklin County, is part of the State University of New York (SUNY) system. The establishment of personnel policies is the responsibility of the North Country Community College Board of Trustees, while ensuring compliance with those policies is the responsibility of the College administration. We maintain and affirm that the most equitable and fair policies are those that involve shared governance, and we are committed to engaging the College community in the development/modification of established policies wherever possible. This policy follows that process.

II. SCOPE

The policy applies to all faculty, staff, and students of North Country Community College.

III. POLICY

North Country Community College recognizes that faculty, staff, and students may wish to use a name other than their legal name to identify themselves. Preferred names will be used across college systems, except where the use of an individual's legal name is required by law or policy. NCCC also recognizes that faculty, staff, and students may wish to change their legal names on record with the College.

IV. PROCEDURE

An individual wanting to change their preferred name will need to fill out the [online request form](#) located on our website. Once the preferred name has been submitted, it will be reviewed by the College. If approved, the preferred name will be updated on all appropriate records.

Individuals requesting to change their legal name will need to produce a copy of their Social Security Card and a form of photo identification:

- Students – Legal name changes for student's can be done in the Registrar's Office with appropriate documentation.
- Faculty and Staff – Legal name changes for faculty and staff members can be done in the Human Resource Office by recertifying your I-9 with appropriate documentation.

V. DEFINITIONS

Preferred name – An alternative to the individual's legal name as designated by the individual in college systems.

Legal name – The name listed on an individual's Social Security Card.

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

- WHEREAS the safety and health of the North Country Community College community is paramount, and
- WHEREAS the College has a duty and responsibility to take steps to protect the safety, health, and property of the College community, and
- WHEREAS those strategies include video surveillance systems, and
- WHEREAS the 2011 Board of Trustees *Security Monitoring and Access Policy* addresses video surveillance in a limited way, and
- WHEREAS there was a need for that policy to be further developed with updated guidance on the use of video surveillance such that the interests of all are protected, and
- WHEREAS this *Video Surveillance Policy* accomplishes that and has been reviewed and approved by the College's shared governance system, including the College Senate, and
- WHEREAS the proposal and has been reviewed and approved by the College's administration, and
- WHEREAS those recommendations have been reviewed and are supported by the President,

NOW, THEREFORE, BE IT

- RESOLVED that the North Country Community College Board of Trustees hereby approves the *Video Surveillance Policy* and retires the *2011 Security Monitoring and Access Policy* which this replaces.

2020/21
MOTION:
ACTION:
Yeas:

Nays:
Abstentions:
DATE:

POLICY: Video Surveillance Policy
DRAFTED: December 22, 2019
ADOPTED:

I. POLICY STATEMENT

North Country Community College, sponsored by Essex County and Franklin County, is part of the State University of New York (SUNY) system. The establishment of personnel policies is the responsibility of the North Country Community College Board of Trustees, while ensuring compliance with those policies is the responsibility of the College administration. We maintain and affirm that the most equitable and fair policies are those that involve shared governance, and we are committed to engaging the College community in the development/modification of established policies wherever possible. This policy follows that process.

As part of the College's mission and desire to ensure the safety and security of our students and employees, the purpose of this policy is to establish guidelines for, and manage the use of and access to, the NCCC video surveillance system that is used to monitor and record public areas for the purposes of safety and security.

II. SCOPE

The policy applies to all full-time and part-time students and employees of the College, the Board of Trustees, and those affiliated groups which support the College, including the members and employees of the North Country Community College Association and the North Country Community College Foundation. It also applies to all members of the public on College property or any property used or leased by the College.

III. POLICY

The College reserves the right to place cameras on College-owned property where necessary and appropriate, as one strategy to protect the campus community. The purpose of this policy is to establish guidelines for, and manage the use of and access to, the NCCC video surveillance system that is used to monitor and record public areas for the purposes of safety and security. Cameras used as part of this may not make audio recordings. This policy does not apply to legitimate academic use of video cameras for educational purposes or to private video cameras owned and operated by members of the campus community.

IV. DEFINITIONS

- **Video surveillance-** The act of capturing motion picture images of a targeted area.
- **Video surveillance system-** The hardware (cameras, monitors, personal computers, wiring, network access points, servers, memory storage devices, etc.), and software that runs the cameras, computers, servers, and supports the capture and recording of video images on NCCC property.
- **Monitoring-** The viewing of live video images as they are happening.
- **Video information-** Any information captured by or stored within the video surveillance system.
- **Video surveillance system operator-** An employee authorized to access the NCCC video surveillance system.

V. GENERAL PRINCIPLES

- A. Video surveillance of public areas is widely used by law enforcement, private security organizations and on College campuses in the United States and is a critical component of a comprehensive security plan.
- B. The purpose of video surveillance cameras in public areas is to deter crime and to assist the College in protecting the safety and property of the College community. This can be accomplished by the presence of the cameras as well as the historical record they provide.
- C. Use of video surveillance for purposes other than safety and security undermines the acceptability of these resources for critical safety goals and is therefore prohibited.
- D. Video recording/monitoring for security purposes will be conducted in a professional, ethical, and legal manner and is not to include audio recordings. Video surveillance system operators will be appropriately trained in the responsible use of this technology. Violations of the procedures referenced in this policy will result in disciplinary action consistent with the rules and regulations governing employees of the College.
- E. Video monitoring of public areas for security purposes is limited to uses that do not violate the *reasonable expectation to privacy* as defined by law. Cameras will not be installed in areas where there is an *expectation of privacy*, which includes restrooms, locker rooms, dressing rooms, and similar designated areas.
- F. Installation and use of covert cameras may be used in special circumstances. Covert cameras will only be employed to aid in criminal investigations and require approval of the President or their designee.

VI. PROCEDURES AND PROCESS

A. Video Surveillance Camera Placement:

1. The College may establish temporary or permanent video surveillance cameras in public areas of College property. These cameras may not make audio recordings.
2. This policy does not apply to covert cameras used by a law enforcement agency for criminal surveillance as governed by New York Penal Law.
3. Cameras may not be established in private areas of the campus without obtaining a warrant and only subject to #2 above. Private areas include bathrooms, shower areas, locker and changing rooms, areas where a reasonable person might change clothing, or private offices.
4. Cameras shall not be directed or zoomed into the windows of any private residential building including residence halls.
5. Cameras shall not be directed or zoomed into the windows of any private building not on College property.

B. Notification to the Campus Community:

1. The campus community will be notified that cameras may be utilized. Postings may accompany cameras or simply be posted at the campus entrances, and this policy will be made available to all students, faculty, staff, and visitors and included in the College Catalog as well as located on our website.

C. Video Surveillance Camera Use and Nonuse:

1. Cameras are to be used exclusively for campus safety purposes.
2. Cameras are not to be used to monitor individual students, faculty, or staff, except as necessary for a criminal investigation and/or in accordance with the terms of a warrant. Cameras may be used to monitor a student or employee work area, such as an area with financial transactions. Cameras used to monitor a work area should not be able to view the contents of computer screens. If the cameras can pan to view computer screens, electronic shielding should be utilized so that these cameras are not used to monitor employee computer use.

3. Cameras may be used to prosecute violations on campus, provided that there is a video record of such behavior. However, in general, video surveillance is not to be used to collect data on students, such as parking patterns or student activity.
4. Cameras are not to be used to evaluate employee performance nor to monitor employees during their non-working time.

D. Establishment of Video Surveillance Cameras on Campus

1. A multi-disciplinary team composed of representatives from the College community, including but not limited to, representatives from Academic Affairs, Facilities, Information Technology, Student Affairs, and the NCCC Association, will determine the placement and use of video surveillance cameras on each campus. That team will also seek to have representation from all three campuses and will communicate the plan to the entire campus community.

E. Video Surveillance Cameras Monitoring

1. Video may only be monitored by those approved by the College to do so. No students may be hired to monitor video. No unapproved employees may monitor or view video for any reason except as necessary in the course of an investigation or adjudication.
2. If the College feels it is necessary to aid in an investigation or search, small video clips or image stills may be released to the media or the public. Prior to releasing the video clip or image still, the face and identifying features of all those on video but not of interest to the investigation should be blurred.
3. Those approved to monitor video will receive training in effective, legal and ethical use of the monitoring equipment. These individuals will receive a copy of this policy, provide written acknowledgement that they have read and understand this policy and receive any and all updates or amendments to this policy.

F. Authorized Access and Use of Video Surveillance Footage

1. The President or their designee may authorize employees of the College *view-only* access to the video surveillance system when there is a defined operational reason for having access (e.g. student and employee safety, protection of assets, or the management of access to areas of the facilities).
2. All employees authorized to access video surveillance and monitoring of public areas will perform their duties in accordance with the procedures contained in this policy, other College policies and procedures, and relevant laws. Those employees include the President, Vice President for Academic Affairs, Vice President for Marketing and Enrollment, Associate Vice President of Student Affairs, Human Resources Director, Assistant Dean of Informational Technology, and security personnel. In circumstances affecting the operations of either a campus or particular operations on campus (e.g. the Connector), Campus Coordinators and the Executive Director of the North Country Community College Association may also have access.
3. These authorized video surveillance system operators may facilitate the viewing of the video surveillance system by victims, witnesses, and any other relevant individuals during the course of an investigation.
4. Video surveillance system operators *will not* monitor individuals on the basis of race, color, national origin, religion, creed, age, disability, self-identified sex, gender identity or expression, status of being transgender, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, carrier status, military or U.S. veteran status, domestic violence victim status, prior criminal conviction, socioeconomic status, or any other differences among people which have been excuses for misunderstandings, divisiveness, or hatred or other characteristics protected by law and/or College Policy. Video surveillance system operators will monitor individual activities based upon

information developed by investigation, observed suspicious or criminal behavior, and not solely on individual characteristics.

5. Video surveillance system operators will not monitor individuals or groups based solely upon their exercise of the right to assemble in public and protest the actions of government or other groups. Video surveillance system operators will monitor gatherings only for protection of the group or the public from criminal activity.
6. Additional access to the video surveillance system as an authorized user may only be approved by the President or their designee.
7. Requests to view live video can be made to the Associate Vice President of Student Affairs. The request should identify the location and the purpose for the access consistent with this protocol.
8. Requests to review historic video information of an incident may be made to the Associate Vice President of Student Affairs or the Assistant Dean of Informational Technology. Approval to review the information will be based on an evaluation of the request.
9. Requests for historic video information involving suspected criminal activity are made to sworn members of law enforcement with jurisdiction at the campus. Approval for review or release of the information to non-law enforcement personnel requires the approval of the President or their designee.

G. Requests to review recorded video information

Internal Requests

1. Video requested by NCCC video surveillance system operators is not subject to the records request procedures. It is the responsibility of the person retaining the information from the system to articulate the reason for the retention of the information, and to document the information retained in an appropriate Campus Safety report.
2. Video requested by persons other than video system surveillance system operators must be approved by the President or their designee, who will defer any inquiry regarding a criminal case or potential evidence to the appropriate District Attorney's office.
3. If the video relates to an issue involving employee conduct, then no video will be released without approval of the Director of Human Resources who will determine if usage is legal and falls within the agreement between NCCC and its employees.

External Requests

1. Requests from governmental agencies for reasons of public safety will be accommodated immediately and not subject to a records release.
2. Requests from any other external agency (such as media requests, or requests of individuals or legal counsel) must be referred to the NCCC President's Office, which will instruct the Associate Vice President of Student Affairs or the Assistant Dean of Informational Technology as to what video information is authorized for release and identify the entity that may receive it.

H. Storage of Video Surveillance Footage

1. NCCC video recorders and video information will be kept in secured locations, protected from unauthorized access.
2. All information captured by the NCCC video surveillance system is considered to be potential evidence and treated as such. Thus, video is generally retained for 90 days and will be treated as confidential.

3. After a request is made, the video system will be checked to determine that the requested video is available. If approvals for access to video footage are pending, then an archive copy must be made and stored as evidence pending the decision.

Reference Standards:

IACLEA Security Technologies Task Force Report CCTV

NCCC Freedom of Information Law (FOIL) Compliance policy

SUNY Video Surveillance Policy <https://system.suny.edu/media/suny/content-assets/documents/police/2008-97-SUNY-Video-Surveillance-Policy.pdf>

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS North Country Community College in conformity with SUNY policy, regarding Security Monitoring and Access, and

WHEREAS North Country Community College must comply with this policy, and

WHEREAS the attached states in detail the Security Monitoring and Access policy,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the Security Monitoring and Access policy.

2010-11-2-15-11-6

MOTION: Thomas Michael

SECOND: Robert Tebo

ACTION: Approved

Yeas: Gerald Blair, Barbara Dwyer, John Friedlander, Carolyn Gervais, Thomas Michael, Robert Tebo, Mary Kay Tulloch, Rose Marie Viscardi, Jeremiah Ward

Nays: None

Abstentions: None

DATE: February 15. 2011

North Country Community College

Security Policies and Procedures

Subject: Security Monitoring &
Access Policy

Approved By: Administration

Effective Date:

Prepared By: William B. Chapin

Revised Date:

Distribution:

Review Date:

POLICY:

Consistent with SUNY Policy 5402 (Campus Security Policy and Reporting), North Country Community College utilizes multiple activities to protect and secure the college students, personnel and campuses.

Under the direction of the President of the College and/or Security designee, the President shall implement and utilize appropriate and reasonable measures to secure the campuses.

Coordination and review of security information, including incident reports, video, etc. will be reviewed and assigned by the President of the College.

**Shared Governance at NCCC:
Principles, College Constituency Groups, Processes and Procedures**

Prepared by the Shared Governance Working Group
Updated Spring 2021

Introduction to North Country Community College Governance

North County Community College, sponsored by Essex County and Franklin County, is part of the State University of New York (SUNY) system but is governed by an independent Board of Trustees. Based upon New York State law (8 NYCRR, Part 604.2), the Board serves as the fiduciary agent of the College and is responsible for decisions related to most new hires, reappointments, promotions, the annual budget, the strategic plan, new academic program proposals, new policy or substantive change to current policy, and substantive changes in curriculum. The Board's sole employee is the College President, who brings all items for action before the Board (with exception of the President's contract and performance evaluation) in the form of recommendations. The President and administration are responsible for ensuring compliance with all Board-approved policies. The Board and the administration maintain and affirm that the most equitable and fair decisions are those that involve shared governance, both as a value and as a practice; therefore, both the Board and the administration are committed to engaging the College community in the development/modification of policies and other actions wherever possible. This document explains how that shared governance system works to engage all College constituency groups as appropriate.

Introduction to Shared Governance

This document was created by the Shared Governance Working Group during the 2017-18 academic year, approved in Spring 2019 and updated at the start of the 2020-21 year. It is intended to assist members of the College community with clarifying the roles, responsibilities and processes that shape governance within various institutional groups and to illustrate how these various groups interact and work with each other in the larger context of shared governance.

Both the American Association of University Professors (AAUP) and the Middle States Commission on Higher Education have written extensively on what shared governance is and why it is a valuable and essential part of the successful operation of an institution of higher education. The State University of New York (SUNY) system, of which North Country is a part, has a robust shared governance system at the system and institution-level, and North Country's approach is both in line with the larger principles and unique in its configuration.

At a September 29, 2017 College-wide session on shared governance, the following definition was presented to the College community, and we believe it succinctly captures the essence of our commitment to practice shared governance throughout the institution:

Shared Governance is a system that encourages and supports diverse input across the many constituency groups at the College so that the best decisions can be made, particularly in terms of policy, planning, programs, and budget.

As a member of the College community, you are a member of at least one of the constituency groups that have roles in shared governance, and thus you have an opportunity to engage directly in College decision-making. Our strength as an institution is directly related to the level of participation in governance. We encourage all members of the College community to be a part of institutional governance, and we hope the information provided here will clarify how it works and further fuel your interest to join us in this important work.

Principles of Shared Governance

The following statements reflect guiding principles of shared governance that we value and attempt to model in our daily practice of decision-making and communication.

- Decisions that will widely affect the College community are vetted across constituency groups for input and communicated broadly whenever possible. Depending on the issue, those inputs can range from formal recommendations through established committees (e.g. Curriculum Committee) to informal recommendations emanating from an open forum.

Examples of major institutional decisions that go through this process include:

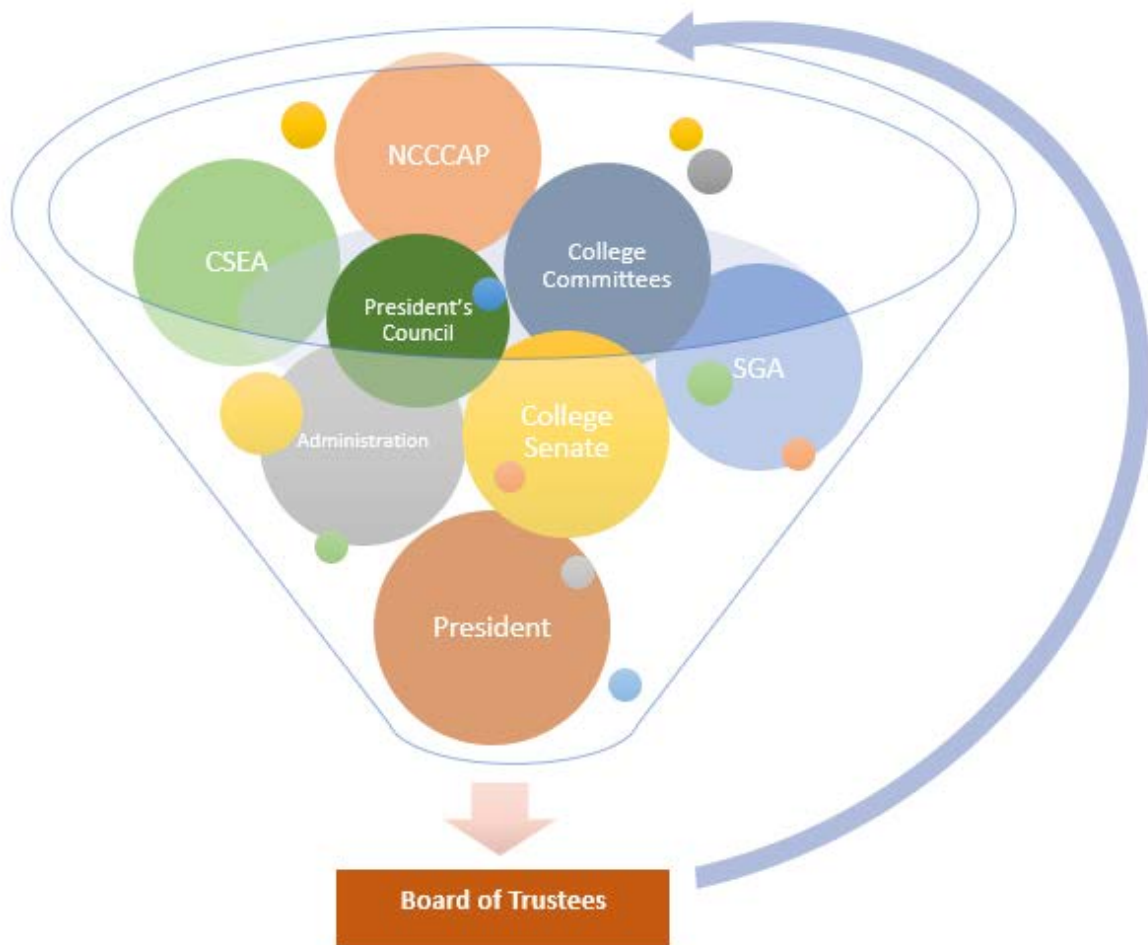
- Anything that merits a press release
 - Anything that involves physical movement of departments/programs, including adding new instructional sites
 - Anything that involves new construction
 - Anything that involves movement of more than \$50,000 from one budget category to another
 - The creation or major revision of a senior leadership position
- When decisions are enacted that differ from what was recommended, the decision-maker is encouraged to share their plan of action and its rationale and solicit additional input from the recommending entity BEFORE the decision is enacted.
 - Shared governance and participatory decision-making are widely valued, but it is also understood that this form of decision-making and communication is less likely in instances of true emergency or safety-related crisis. As soon as possible after an emergency decision is made, the College community should be informed and invited to give input and, if deemed necessary and reasonable, to refine the actions to be taken and/or future processes in similar situations.

- If major decisions need to be made when the College is not in session, every effort will be made to include the Senate chair and leaders of other constituency groups.
- In an effort to have the greatest level of participation in the shared governance process, representatives of collective bargaining units (NCCCAP, CSEA) are invited to participate in multiple venues. However, rules of engagement for collective bargaining and mandatory items subject to negotiation are largely pre-determined by NYS labor laws and PERB practices, and while they may and often do help inform the discussion at hand, the actual negotiation occurs at a time and location set aside for it.
- Discourse in the shared governance setting promotes healthy debate and supports institutional values of respect and professional communication.
- If a member of the College community feels that any of the above principles has been violated, their constituency group representative can bring the issue to President's Council, where all groups are represented.

Constituency Groups – Roles and Responsibilities

Shared governance involves interaction among various constituency groups at the institution. There are a variety of institutional issues that require some form of engagement among groups. Engagement can range from the informal to the formal, from conversation to written resolution, from recommendations to final decision. There is rarely a singular path for most decisions, and, in fact, the most important matters of the College are often vetted back and forth among different groups before final actions are taken. The following diagram illustrates the ideal communication pathways of the shared governance system at NCCC. These entities need clear channels of communication among and between each other. Decisions need to be communicated to the larger College community and once decisions are reached, they need to be shared with external stakeholders such as Essex and Franklin counties and SUNY.

Figure 1: Shared Governance Entities and Communication at NCCC



Descriptions of Constituency Groups

This section describes each of the key constituency groups, how governance functions within each group, and how each group interacts with other groups in enacting shared governance. The descriptions of each group provided here are not meant to be exhaustive, and it is advised to reach out directly to each entity to learn more about how it functions in the context of governance both internally and in relation to the rest of the College community.

Board of Trustees (BOT)

The Board of Trustees, as the College's policy-making body and fiduciary agent, is technically separate from the internal operations of the College. The Board supports the faculty's traditional role in setting curriculum and other internal aspects of shared governance and maintains distance from the day-to-day operations of the institution. However, the Board does participate appropriately in shared governance by inviting key College constituency groups to report out at Board meetings, and, in addition, some Board members attend College Senate meetings, periodically meet with other constituency groups, and are visible at many College-wide events throughout each year. Public comment is also welcomed at Board meetings.

The NCCC Board of Trustees is composed of ten members: one student trustee elected from the student body, four Governor-appointed representatives, and five appointments shared between the two sponsoring counties. The Board's committees include the Executive Committee, Personnel Committee, and Finance/Audit Committee. The Board of Trustees periodically conducts a self-evaluation of its performance and sets goals based upon the results.

President and Administration

The College President is the chief executive officer of the College and the sole employee who reports directly to the Board of Trustees. He or she receives recommendations from various shared governance constituency groups and, upon review and approval, forwards recommendations to the Board of Trustees for their action. Policy changes, new academic programs, substantial changes to current academic programs, annual budgets, employee hires, negotiated collective bargaining agreements, and promotions are some of the major items that move through various shared governance activities prior to arriving at the President's office.

The College President and all vice presidents serve as ex-officio, non-voting, members of College Senate. The President also appoints/authorizes members to serve on College-wide committees (Campus Safety, Diversity Task Force, hiring search committees, etc.) and facilitates engagement in shared governance activities between the Board of Trustees and other shared governance groups.

President's Council

President's Council (PC) is an advisory body composed of members of the College's leadership team, who gather regularly to review, discuss, and advise the President and the College's senior leadership on issues that impact the College operationally and strategically. As part of the College's governance structure, PC provides another mechanism for collaboration at the highest levels to help the College more effectively carry out its mission, stay true to its vision, and act within its values. In addition to long-term operational and strategic items, PC also addresses more immediate, time-sensitive operational issues (e.g. weather-related concerns, power outages), providing recommendations to the College administration on how best to respond. Key questions often relate to budget, new position proposals, accreditation, enrollment management, facilities, and policy review and development.

The Council consists of the Vice President of Academic Affairs, Vice President for Enrollment and Marketing, Chief Financial Officer, Director of Financial Operations, Director of Human Resources, Director of Communication, Executive Assistant to the President, Dean of Student Life, Assistant Dean for Informational Technology, College Senate Chair, collective bargaining unit presidents, NCCC Foundation Director, NCCC Association Director, and campus coordinators from Ticonderoga and Malone campuses.

The Council meets regularly during the academic year and less frequently during the summer. Minutes are posted to the College's SharePoint site.

College Senate

The mission of the College Senate is to provide a representative governing body of the College faculty, administration, staff, and students who meet to review, discuss, and advise on issues pertaining to College policies and procedures. The governing body promotes interdisciplinary understanding of College policy and supports the judicious, yet expedient, operation of the policy-making process.

Voting members of the College Senate are elected representatives of the full-time faculty, adjunct faculty, non-teaching professionals, classified service employees, management confidential employees, and students, as well as designees from the NCCC Foundation and the NCCC Association. There are six subcommittees of the Senate that review various items and make recommendations to the full College Senate. Membership in these committees is defined by the College Senate Bylaws. In many cases, individuals may join based upon interest in the work of the subcommittee, even if they are not elected members of the Senate as a whole.

The College Senate Chair sits on President's Council and other College-wide committees as needed to represent the Senate. Because of its wide representation of all areas of the

institution, the College Senate is the primary location for the vetting of policies, procedures, and other ideas. Depending on the item, the Senate sends its recommendations forward to the appropriate Vice President, the College President, or the Board of Trustees directly.

NCCC Association of Professionals (NCCCAP)

The NCCC Association of Professionals is the collective bargaining unit for professional staff. All full-time professional personnel who hold either Faculty or Non-Teaching Professional (NTP) positions are eligible to be members of NCCCAP. This excludes Civil Service Employee Association (CSEA) members, Confidential Administrative Assistants, and Management Confidential employees (as listed in the current contract).

Per the NCCCAP bylaws, NCCCAP provides a forum where members

- a. May express their ideas and have a voice in the continuing development of the College, and
- b. May promote interdepartmental understanding.

The primary purpose of NCCCAP is to work with administration to negotiate a contract pertaining to working conditions for the NCCCAP members.

NCCCAP may also study and recommend policies for approval by the College President, and, when necessary, by the Board of Trustees, concerning

- a. The academic programs and work environment of the College,
- b. The atmosphere of academic freedom and intellectual integrity at the College,
- c. The cultural and social aspects of College life, and/or
- d. The general welfare of members of NCCCAP.

NCCCAP meets at least twice each semester, with no meetings held during the summer. Minutes generated are available on request.

Civil Service Employee Association (CSEA)

CSEA members serve the College community in a variety of support areas, including clerical, custodial, maintenance, and technology, and thus have important perspectives to contribute to the shared governance system. As with NCCCAP, both formal and informal mechanisms have been created to capture the CSEA perspective, including the College Senate, President's Council, and standing and ad hoc committees.

The CSEA collective bargaining unit (Unit 6810) is part of the New York State CSEA organization. The Unit is composed of both full-time and part-time civil service employees, in

either competitive or non-competitive titles. At the College, the CSEA unit's primary purpose is to monitor the working conditions and benefits that have been negotiated in its contract.

Student Government Associations (SGA)

The current structure of student governance at NCCC includes three separately elected Student Government Associations, one for each campus*. Executive boards for each campus include a President, Vice President, Treasurer, and Secretary, plus two additional Senators-at-Large. The SGAs are responsible for allocating funds generated by mandatory Student Activity Fees to benefit social, cultural, recreational, and educational programming. This includes approving funds for student organizations and student activities on all three campuses. Advocacy and civic engagement are also principal values inherent to student leadership at the College.

Each SGA holds regular meetings with a College advisor from the Student Life Office to determine fiscally responsible spending decisions, plan student outreach efforts, and collaboratively coordinate service-learning opportunities for the SGA leadership and student body.

SGA meetings and meeting minutes are open to the College community. SGA members are invited and encouraged to participate in College committees and to actively engage in wider shared governance activities at the College. By default, SGA representation is included on the NCCC Association Board of Directors and College Senate. Additionally, SGAs collect input from their constituents through advisory boards, forums, listening sessions, and questionnaires. In addition, the student body at large chooses a Student Trustee to serve on the College BOT.

** In response to the COVID-19 pandemic and the remote setting of most instruction and student life activities, a pilot program of having a singular SGA, with representation from all three campuses, is being tried.*

Academic Departments

While individual department *members* may have many roles within the shared governance system, academic *departments*, as a whole, have a more limited range. The two areas where departments are formally involved within the shared governance process are curriculum and academic policy decisions, and that interaction largely occurs within two standing committees of the College Senate: Academic Policy and Standards Committee and Curriculum Committee.

The Academic Policy and Standards Committee drafts and/or revises and recommends policy and criteria in all areas of academic standards such as graduation, discipline, probation, and readmission for all programs and courses offered in all divisions of the College. Examples include policies on Academic Integrity and Special Admissions.

The Curriculum Committee maintains the primacy of faculty in developing, maintaining, and/or modifying curriculum consistent with the College mission, by utilizing the collective knowledge, skills, and abilities of the College's faculty and professional staff. The committee is composed of representatives from all academic departments, who are charged with bringing new/revised departmental proposals presented to the Curriculum Committee back to their departments for review and feedback and then sharing this feedback with the committee.

To further improve the vetting process for College-wide curriculum decisions, such as new academic programs or programs recommended for deactivation or discontinuance, the College includes an additional step specific to these proposals. Once a department has drafted a new program proposal or decided upon deactivation or discontinuance of a program, it then shares the proposal with all departments that will be directly involved or impacted, requesting their input. This more informal step of working with academic departments before a proposal of this nature is moved to Curriculum Committee has created a more inclusive process and a better product for Curriculum Committee to review and has helped the committee and all departments to be as informed as possible before a decision is made. See Figure 2 below for a complete view of the curriculum change process.

The Academic Policies and Standards Committee (APS) was created to have a similar constituency as the Curriculum Committee, that is representation from each academic department. However, in practice that has not always been the case, perhaps in part because the timing of issues arising tends to be irregular. Regardless, in an effort to increase departmental involvement in the process, the College has adopted the same practice instituted for new, deactivated, and/or discontinued program proposals, where new/revised academic policies are distributed to departments prior to formal review by APS. Again, this process is more inclusive and has led to a better product in the end for the College governance process to act upon.

Academic Department Chairs/Directors

In addition to the formal Senate committees, academic department chairs and directors meet monthly to discuss proposals, ideas, and concerns, along with assessment processes and practices. New ideas or recommendations for changes affecting departments move through this group to be discussed at the department level and then at the chair/director level prior to moving through the more formalized shared governance process if needed.

College-Wide Committees

Campus Safety Committee – Mandated by Section 129A of State Education law, the Campus Safety Committee has specified membership that includes students, faculty, and presidential

appointees with the added restriction that half the committee should be female. The committee annually audits the College's compliance with Section 129A, discusses safety issues, and recommends actions to the College president.

Calendar Committee – Led by the Registrar, with representatives from administration and faculty at large as well as NCCCAP and CSEA, the Calendar Committee recommends future academic calendars to President's Council for final adoption by the Council and the College President.

Diversity Task Force– Established by the College President in September 2016 and led by the College Diversity Officer, the Diversity Task Force was formed to provide strategic direction for improving diversity and inclusion in College policy, practices, and curriculum. This task force includes membership from all campuses and meets regularly to advance the Diversity Plan goals. Progress reports are shared by the College Diversity Officer at every College Senate meeting.

Shared Governance Working Group – The Shared Governance Working Group formed in 2016 to assess the quality of shared governance at the institution and to codify its principles, processes, and procedures. Members represent most of the constituency groups named above, including the Board of Trustees, the College President, the Executive Assistant to the President, management confidential staff, coordinators of all three campuses, and leadership from College Senate, NCCCAP and CSEA. This document was authored by the group, whose charge includes yearly assessment of the College's shared governance system and making recommendations to constituency groups as to how to ensure shared governance principles and processes are followed and continually improved.

Closely Associated Stakeholders

The following two groups, while legally separate from the College, play key roles in the overall decision-making and communication processes for the College.

The NCCC Association and the NCCC Foundation both play a role in the College's internal shared governance process.

NCCC Association

The NCCC Association is a 501C3 organization established to provide auxiliary services for the College community, including student housing, food service, catering, vending, and bookstore operations, which the College itself is prohibited by New York State law from offering. The Association is headed by an Executive Director who reports to the Association's Board of Directors. The Association's Board of Directors is composed of student leaders, College

administrators, faculty and non-teaching professional staff, and a member of the Board of Trustees. Affiliated non-voting members include the Student Life Coordinator and Assistant Director of Student Life, Director of College Financial Operations, and Foundation Director. The Executive Director of the Association is a member of the College Senate, the Senate Long-Range and Strategic Planning subcommittee, and President's Council. In addition, in major critical incidents or emergencies for the College, the Association plays an important supporting role in providing resources.

NCCC Foundation

The NCCC Foundation is a separate organization from the College that provides support (mostly financial) for the College's overall operations. The Foundation is responsible for overseeing the Ticonderoga and Malone campuses, which it owns, as well as other real estate, and for facilitating both "friend-raising" and fundraising activities to support the College. The Foundation's Board of Directors is composed of senior administrators, one Board of Trustees member, and members of the surrounding communities who wish to advance the College through support and philanthropy. The Foundation administers donations to the College for an array of functions that include student scholarships, facilities improvement, and professional development and support. The Foundation Director is a member of the College Senate and President's Council and is supervised by the College President (on behalf of the Foundation's Board of Directors). The Foundation Director regularly attends NCCC Association meetings.

External Stakeholders

Decisions that emerge from shared governance often require approval from entities outside of the College, including our county sponsors; the State University of New York (SUNY); the New York State Department of Education (NYSED); and our regional accreditor, the Middle States Commission on Higher Education (MSCHE). A description of each of these entities and how they link to shared governance actions which emanate from the College is found below.

SUNY

Most changes to the College's curriculum require at least two outside approvals, one from SUNY and the other from the New York State Department of Education (NYSED). Such changes include but are not limited to new program proposals, substantive program changes (e.g. adding a track/concentration, changing the delivery mode, etc.), and program deactivations and discontinuances, to name the most frequent ones. By and large, SUNY approval is a mechanism to ensure that the proposal meets SUNY policy and requirements, such as Seamless Transfer, SUNY General Education, Service Area designations, and the like. Before a proposal makes its way to SUNY, the expectation is that it has gone through the College's internal governance

process. Once at SUNY, the College's assigned program reviewer will then work with Academic Affairs on any fine-tuning of the proposal before it gets moved to NYSED for their review.

In addition to curriculum items, changes to the delivery of programs (e.g. adding an online option), adding locations where the College operates (e.g. additional sites, extension centers, and branch campuses) and programs that move into areas that the College has not been approved to offer (e.g. for NCCC, that would include the trades) require SUNY review and approval as well. Contributions for capital (facilities) improvements, which are matchable by the state, also need to be approved by SUNY, whether they come from public or private sources.

New York State Education Department (NYSED)

As noted above, the next level of curriculum and curriculum delivery review and, in some cases the final one, is with NYSED. Program registrations and any changes to existing programs must be approved by NYSED before those programs can be offered or those changes instituted. The same holds true for program delivery, programs in new academic areas and new locations. All roads to NYSED must first pass through SUNY, who, after their review, send along the proposal and recommendation to NYSED, triggering NYSED's review. In some cases, there are additional levels of review and approvals required, including from the Governor's office (e.g. adding a branch campus and master plan amendments).

Middle States Commission on Higher Education (MSCHE)

One final level of review is with Middle States Commission on Higher Education. In addition to their accrediting of the College and reviewing the accreditation at established times, changes which they define as "substantive" require their review and approval. In most cases, curriculum approved by SUNY and NYSED does not require additional MSCHE review. However, those institutional changes which MSCHE considers substantive, including a change to the mission of the College, a departure from the existing slate of academic programs, and the addition of new instructional sites and locations, does require MSCHE review and approval.

Sponsoring Counties – Essex and Franklin

The College was created in 1967 following the request that Essex County and Franklin County legislative bodies sent to the State of New York. The College's Board of Trustees is comprised of 10 members, of which five are appointed by the two counties. The sponsoring counties have three primary responsibilities: annual budget review and approval, collective bargaining contract review and approval, and approval of capital expenditures for which matching funds from NYS are being sought. The counties must annually review and approve the College budget before September 1. Their review is limited to the budget in its totality; they are not permitted

to engage in line-item approval of the annual budget. The counties are also required to review and approve all collective bargaining contracts that are negotiated between the College administration and labor. The College administration serves as the counties' representation in these negotiations. Additionally, when the College requests matching funds from the State to execute capital improvements, the counties must approve those requests.

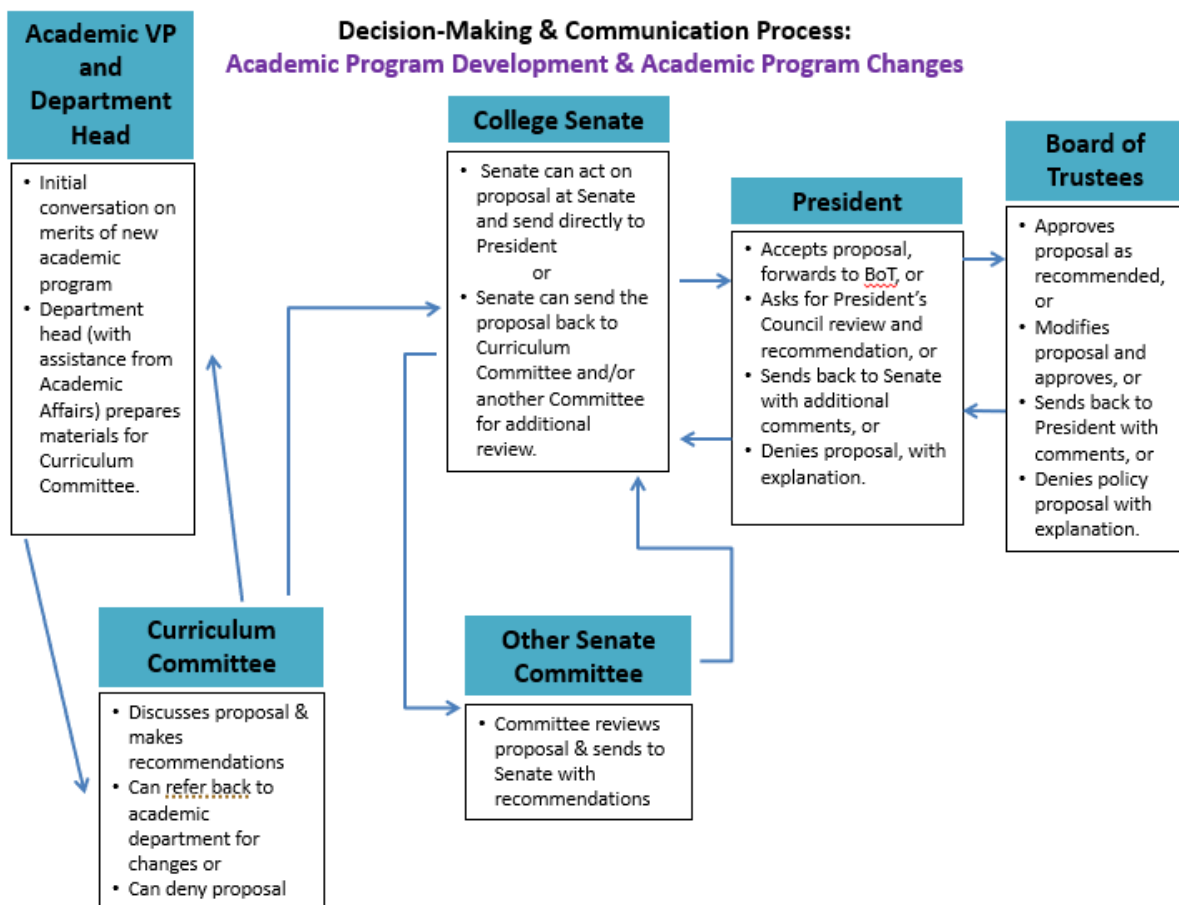
Shared Governance

The principles of shared governance are enacted as institutional decisions flow through various entities. Specific processes and procedures may change as decisions move up the chain, but the overall goals of broad input and clear communication are vital at every step.

Examples of Process Models to Illustrate Shared Governance

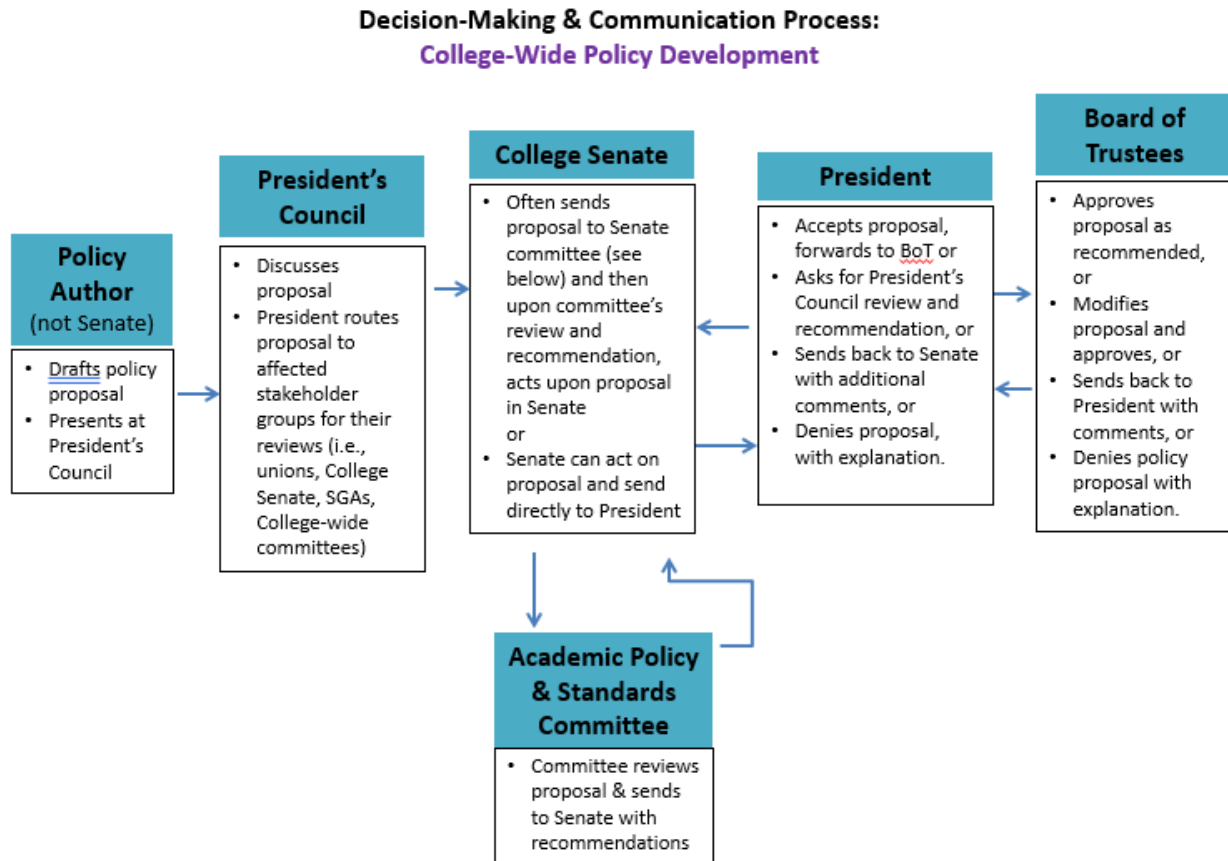
This first example maps out the development, review, and approval process for the creation of a new academic program,

Figure 2:



The next example maps out the process for development, review, and approval of a College policy.

Figure 3:



Conclusion

Shared governance isn't always linear, and it can be messy, but it functions this way as a means to ensure maximum input and feedback and that the processes required between two or more constituency groups are honored. While there is usually one path/process followed within the shared governance system on items that require action, (e.g. new program development), it is not impossible for multiple processes to be in play simultaneously with a proposal under review. A good example is the proposed change to the current smoking policy. The Senate has recommended a change in the smoking policy to the administration. The administration and both collective bargaining units are obligated to negotiate any change in the current smoking policy as this proposal constitutes a "mandatory" item subject to negotiation. To change the policy, the administration would need agreement from both collective bargaining units, and if something is successfully negotiated there, it would be incumbent on the administration to

circle back to Senate to review any changes negotiated that reflect a different proposal than the one initially put forth by the College Senate.

It is our hope that this document helped clarify the roles, responsibilities and processes that shape governance at North Country Community College and illustrated how these various constituency groups and external stakeholders interact and work with each other in the larger context of shared governance. The Shared Governance Working Group invites all members of the College community to be part of the shared governance process by expressing your views in all groups of which you are a member as well as by running for Senate membership and/or joining committees of interest.