

## Board of Trustees Meeting Agenda

11:00 a.m. | Friday, January 29, 2021

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

- I. Call to Order
- II. Approval December 18, 2020 Minutes
- III. Liaison Reports
  - College Senate
  - NCCCAP
  - CSEA
- IV. College Reports
  - Board Chair
  - Interim Vice President for Academic Affairs
    - Resolution 2020-21 | Nursing Director
  - Vice President for Marketing & Enrollment Management
  - Interim CFO
  - President
    - Resolution 2020-21 | Management Confidential Evaluations
    - Resolution 2020-21 | Shared Governance Working Group Documents
- 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: Jan 29, 2021 11:00 AM Eastern Time (US and Canada)**

[Join Zoom Meeting](#)

<https://us02web.zoom.us/j/81262023896?pwd=MER6U3J2L0NsVDZQNG9USk4zOFJiQT09>

Meeting ID: 812 6202 3896 | Passcode: 455192

One tap mobile | +16465588656,,81262023896#,,,,\*455192# US (New York)



Board of Trustees Meeting Minutes | December 18, 2020  
Meeting Held Via Zoom Due to the COVID-19 Pandemic

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

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Chris Knight, Erik Harvey, Diana Fortune, Shir Filler, Shannon Warren, Lee Susice, Kim Irland, Dianna Trummer, Kyle Johnston

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

#### Minutes

Mark Moeller made the motion to accept the November 2020 meeting minutes as they were presented. Pete Suttmeier seconded the motion. The November 2020 meeting minutes were unanimously approved (8-0-0).

#### College Senate

Shir Filler reported:

- During the last meeting of Fall 2020 semester the Senate accepted the final edits of the Shared Governance document. It will be moved forward to the board for their review in January 2021.
- The Senate supported the proposal for the reorganization of Student Life as it was presented by the College President.
- Orientation of new hires was discussed and how the improved Shared Governance document will help with the onboarding process.
- Shir attended a campus governance leader meeting yesterday that was held by SUNY. She spoke briefly of what she had learned in comparison to what NCCC is experiencing due to the pandemic.

#### NCCCAP

Lee Susice reported:

- Membership drafted a resolution in relation to the Spring Break cancellation. It will be shared with the Board shortly. It is more of a position statement regarding the lack of communication by SUNY with Collective Bargaining Units in regard to SUNY's request to not hold a formal spring break in Spring 2021 as another step to reduce transmission of the coronavirus.
- Extended thanks with the consideration of the contract roll-over request and approval from the Board for their support.

#### CSEA

No report.

#### Board Chair Report

No report

#### Interim Vice President for Academic Affairs

Sarah Maroun reported:

- Thanked the board for their ongoing support.

- Thanked the Faculty/Staff/Students for their excellent work and support during these past 8 months in living and working with the Pandemic.
- Dr. Sandy Gothard has announced her retirement for the end of the Fall 2020 semester.
- The board spoke briefly with Sarah about the ending semester and the success of the online experience for all involved. She reported that while it is not ideal for some, it has improved as the semester moved forward. The results of a SUNY survey of students conducted in Fall 2020 was discussed. Sarah noted that valuable suggestions were made to improve the online sessions going into the Spring 2021 semester. The board discussed the future of the online mode and if a shift could be made to in person learning later in the semester; and how the faculty are faring regarding this new change in teaching.

*Board moved to approve the following resolution:*

- Sarah gave a brief explanation to the curricular changes to Nursing program(s) that will next go to the SUNY Board of Trustees.
- Pete Suttmeier made a motion that the North Country Community College Board of Trustees hereby approves the submission of curricular changes to SUNY and NYSED for NCCC to adjust the Certificate of Practical Nursing and the Associate Degree in Nursing Programs. Jessica Kemp seconded the motion. The motion passed unanimously (8-0-0)

Vice President for Marketing and Enrollment Management

Kyle reported:

- New Student enrollment for Spring 2021 is similar in comparison to this time last year. Last year there were 46 for Spring 2020, this year is 58 for Spring 2021.
- Shared preliminary report on the Spring marketing campaign, including an uptick in web traffic on both the Spring and Winterim pages.
- Shared update on projects currently happening including a website support upgrade and the purchase of a customer relationship management system upgrade (Slate) which provides a customer relations management (CRM) for working with students).
- CampusReel will be helping with peer-to-peer video production for students to share their NCCC experiences with potentially new students. This is anticipated to start in Spring 2021.
- Shared with the board the North Country Navigator project that will benefit all our students.
- The board briefly spoke with Kyle about the updates he shared: the anticipated success for our students, and their projected financial impact.

Interim CFO:

Erik Harvey reported:

- He will be sharing preliminary finances soon. He offered his apologies for not providing the Board with formal reports earlier in the semester as he was worried about changes to them in the wake of our audit. On retrospect, next autumn (while the audit is underway) he will provide preliminary reports for the Board and would ask that they not approve them until the audit is completed. It will help give the board a better visual of what the College is experiencing with finances and anticipated projections.

President's Report:

Joe Keegan reported:

- Expressed his appreciation for the hard work this semester by the campus community.
- SUNY BoT approved all the Community College budgets on November 17, 2020.
- Expressed his thanks to those who closed out the teaching portion of the semester without incident. Keeping our campus community healthy and safe.
- Congratulated 18 students that are joining the PTK honor society.
- 2020-2021 Spring break has been cancelled by SUNY. NCCC made an informed decision to delay the start of the semester until February 1, 2021.

- Unfortunately, like many colleges, NCCCs 2020-2021 budget still has many unknowns but the community will be kept up to date and news continues to roll in. There will be a Town Hall at noon on Monday, September 21<sup>st</sup>, 2020 hosted by Erik Harvey.
- Joe shared with the board the proposed reorganization of student life to student affairs. He explained the reasoning for changes and the process by which it was supported by Shared Governance.

*The board moved to the floor to approve the following resolution:*

- Dan Kelleher made the motion that the North Country Community College Board of Trustees approve hereby approves the reorganization of Student Life to include the following:
  1. Renaming the area from Student Life to Student Affairs.
  2. Student Affairs will include Student Life, Residential Life, Career and Transfer Counseling, Campus Safety and Security, and Athletics.
  3. The Student Affairs area will be led by an Associate Vice President of Student Affairs.
  4. The current Dean of Student Life (Kim Irland) will move to a full-time, 261-day, exempt, Management Confidential appointment as Interim Associate VP of Student Affairs, effective January 2, 2021, at an annual salary of \$83,000.

Pete Suttmeier seconded the motion. The motion was approved the unanimously. (8-0-0)

NCCC Association:

No report.

NCCC Foundation:

Dianna Fortune reported:

- Diana expressed her appreciation to Kyle Johnston, Chris Knight, and Don Paulson for their help in getting the scholarship program online for the Foundation.
- Expressed thanks to the Board for their donations and ongoing support for the scholarship program.

Old Business

None

New Business

None

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 11:51 a.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Pete Suttmeier seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 11:52 a.m.

Mary Irene Lee made a motion to adjourn executive session at 12:40 pm. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 12:40 pm.

Respectfully Submitted,

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

Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

1/29/2021

Motion:

Second:

Action:



**Interim VPAA Report to the  
Board of Trustees  
January 29, 2021**

Please find the following report from the Academic Area below.

**Academic Planning, Programs and Policies:**

- **Academic Planning**
  - **Strategic Planning:** An academic planning session in October combined with a survey to prioritize those ideas led to significant contributions to the draft of the larger strategic plan for the College.
  - **Spring Schedule:** Classes will begin on February 1, 2021, with no Spring Break.
  - **Spring Courses:** As in the fall, Spring courses are mostly remote with a few programs on campus for limited amounts of time: Radiologic Technology, Massage Therapy, and Practical Nursing. All students will follow COVID-related protocols while on campus, including use of personal protective equipment, use of the screening application to report on daily symptoms, and adherence to testing requirements.
  - **Summer Courses:** The summer schedule will be a mostly remote schedule.
  - **Fall Planning:** The Fall 2021 scheduling process is upon us. The changing landscape with regard to COVID-19 makes this a difficult process. We are working with facilities, IT, and academic department chairs to determine necessary steps for safely conducting on-campus courses, anticipating demand for remote, online, and face-to-face classes. While we hope the vaccination process proceeds quickly to provide safer conditions for on-campus classes, we are planning a few approaches to allow for flexibility and shifting as needed.
  
- **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.  
**Programs in the approval process:** SUNY has approved the Certificate in Entrepreneurship Management and 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 will begin again in February.
  
- **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:**
    - **Revised Timeline:** The Steering Committee split into two groups to work through each standard on Thursday, January 14, to review and revise the draft of each standard. That work continues over the next two weeks. A draft document will go out to the College community in mid-February. By late March, the revised draft will be sent to Dr. Kristy Bishop, the Middle States Visiting Team Chair. We anticipate a preliminary remote visit from Dr. Bishop in mid-April.
    - **DISTANCE LEARNING APPROVAL:** Middle States has recently changed their guidance and programs being offered temporarily in a distance learning or remote format do not need to submit for approval.



- **College Bridge:** College Bridge registrations for the Spring semester are almost complete. Confirmation of rosters will take place over the next two weeks. 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. The federal government is
- **Northern Borders Regional Commission Grant:** Planning for non-credit course delivery is underway.
- **Strengthening Community Colleges Grant:** We received work in January that the SUNY consortium was not successful in securing this grant. However, the North Country Workforce Development Board did receive approval for a \$2.5 million dollar grant Dept. of Labor grant to help support rural healthcare needs in the region. North Country is a partner in that endeavor.
- **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 will begin for the new cohort this spring.

Respectfully submitted,

Sarah Maroun  
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends 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.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of 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.

2020/2021  
MOTION:  
ACTION:  
Yeas:  
Nays:  
Abstentions:  
DATE:





SARANAC LAKE . MALONE . TICONDEROGA

January 13, 2021

Ms. Tana Hare  
752 St. Regis Ave  
Bloomingdale, NY 12913

Dear Ms. Hare:

Pending approval by the Board of Trustees at their January 29, 2021 meeting, I am pleased to offer you a temporary, full-time, nine-month (164 days) exempt appointment as the Director of the Nursing Program effective with the Spring 2021 term.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 21 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$58,996. Your per-diem rate based on 164 days is \$359.73.

In the event that you or your supervisor determine that you will no longer continue in this interim role, you will return to your previous appointment status as Nursing Instructor. You will return to a salary rate that reflects those accruals earned at your Nursing Instructor salary during your time as the Director of the Nursing Program. Any calculated salary change will be reflected in the payroll period following your return to the Nursing Instructor position.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

If you have any questions regarding this appointment or related questions regarding benefits, please contact your supervisor or the HR/Payroll department.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than January 29, 2021.

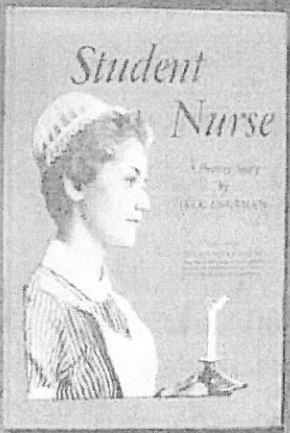
Sincerely,

Joe Keegan,  
President

cc: Personnel File / Payroll File

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

\_\_\_\_\_  
Date



# Tana Hare

## BSN, RN

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### Experience

#### **2017–Present**

Nursing Faculty Member • North Country Community College • Saranac Lake, New York

#### **2015– 2017**

Adjunct Instructor • North Country Community College • Saranac Lake, New York

#### **2011–2015**

Intensive Care Nurse • Adirondack Health • Saranac Lake, New York

#### **2007–2011**

Employee Health Nurse • Adirondack Health • Saranac Lake, New York

#### **2001–2007**

Emergency Center Nurse and Director • Adirondack Health • Saranac Lake, New York

#### **1999–2001**

Geriatric Psychiatry Nurse • Colby Center • Adirondack Health • Saranac Lake, New York

#### **1997–1999**

Telephone Triage and Staff Development Nurse • Primary CareNet of Texas • San Antonio, Texas

#### **1994–1997**

Outpatient Dialysis Nurse and Clinic Director • Fresenius Medical Care • San Antonio, Texas

#### **1993–1994**

Surgical Floor Staff Nurse • Northeast Baptist Hospital • San Antonio, Texas


### Credentials

College of Nurses of Ontario Licensure, 1992

Licensure by reciprocity, State of Texas, 1992

Licensure by re-examination, State of New York, 1999

 752 St Regis Ave  
Bloomingdale, NY,  
12913

 518.891.5695  
518.637.7436

 thare@nccc.edu



## Education

### **University of Phoenix, Phoenix Arizona (Online Division) • Masters of Science in Nursing Education**

- Anticipated graduation February 2019. GPA 3.97 at present with 33 of 36 credits completed.

### **University of Phoenix, Phoenix Arizona (Online Division) • Bachelors of Science in Nursing**

- Graduated with Honors in December 2016

### **Loyalist College, Belleville, Ontario • Diploma, Nursing**

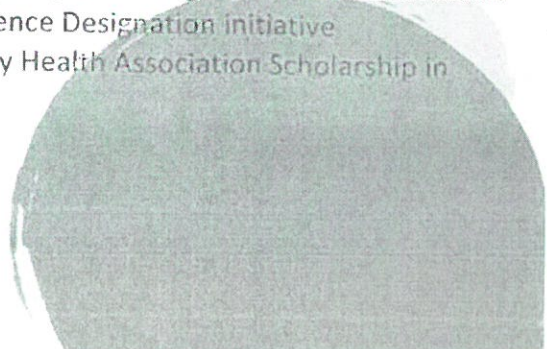
- Graduated in June 1992

## Professional Summary – Registered Nurse

- Dedicated nurse with 27 years of practical experience in hospital, outpatient, and educational environments.
- Responsible for instruction of both Associates Degree in Nursing and Certificate of Practical Nursing Students over the course of the school year. Participates in student advisement activities and nursing department assessment efforts.
- Comfortable providing care for patients and families of all ages, with attention to meeting needs beyond basic health. Working in varied settings has helped develop flexibility in applying nursing theory regardless of the nature of the challenge. Frequently called upon to be a facility resource for difficulty IVs and advanced procedures.
- Proficient in computer reporting, documentation, record maintenance, and learning management systems to ensure accuracy and patient/student confidentiality.

## Related Achievements

Published Author – Nursing 2007, LPN 2008, LPN 2009, Poz, and others  
Hold Clinical Ladder III status at Adirondack Health  
American Heart Association Instructor for ACLS/PALS/BLS  
Provided editing services to Nursing Project Manager at Adirondack Health during successful Pathway to Excellence Designation initiative  
Awarded the Saranac Lake Voluntary Health Association Scholarship in 2016



## Vice President - Marketing and Enrollment

### Report to the Board of Trustees

Created January 24, 2021

#### Admissions and Financial Aid Team Updates:

- Here are the major projects for 2021: SLATE CRM (Customer Relationship Management) development, North Country Navigator enrollment management process development, OmniUpdate CMS (Content Management System) reorganization and new feature deployments within our website and CampusReel student-to-student video production to enhance our prospecting/lead generation, outreach, North Country Navigator, official college website, social media and YouTube channels.
- We have been working to outline our new enrollment management process (North Country Navigator) which outlines everything that will happen with students from their first interaction with us through the first week of classes. This wraps many college processes into one which will greatly streamline the experience for students. This case management style of customer service (student support) will allow us to better communicate and document our interactions with students. This model allows us to monitor the work that is happening and shows where improvements can be made. This is an extremely important first step towards building out our new CRM system (SLATE).
- The Financial Aid team has been busy awarding for Spring and has been working on the setups for Fall concurrently. The new student portal continues to be built out as-we-go and we anticipate that Fall awarding will be able to start as soon as February this year which will be 1-2 months earlier than last year. Early February we will bring together a group to discuss the functionality in the student portal where I hope we will be able to outline a plan to further develop it into a one-stop-shop virtual space that houses everything needed for current students. This would help us to delineate content where the public facing site becomes the go-to for everyone external (incoming students) and the student portal becomes the go-to for all current students.
- At this point last year we had 86 students awarded for Spring and we currently have 96 awarded this year.

#### Marketing and Web Team Updates:

- Most of the marketing work this past month was dedicated to the creation of two new micro campaigns for Spring semester to supplement our larger Spring Campaign. The "Finish Campaign" ([www.nccc.edu/finish](http://www.nccc.edu/finish)) was a targeted mailing that went out to past students that didn't complete their degree with us. Roughly 780 students fit our criteria for this project, and they were directed to work with Amy Tuthill. The 2<sup>nd</sup> round of our "Scholarship Opportunities Campaign" ([www.nccc.edu/scholarships](http://www.nccc.edu/scholarships)) was much like the scholarship campaign that we ran in July. This postcard mailing with supporting radio and social media advertising targeted students that could benefit from our remaining scholarship funds for 2021. Once we get into the Spring semester we will be able to take a look back to see some initial results for these projects. Our "returning student" numbers look quite strong for Spring so that's a good unofficial indicator at this point.
- Our web team has started to tend to the overall architecture of our official college website. This past year there has been a lot of page creation but now we need to circle back to add better structure. Web pages need to follow sound logic which better-serves visitors that navigate through the website. We've been looking at the analytics (web traffic numbers) to adjust our main menus that stretch across the entire site. We've also been moving pages between sections where we feel the content needed a better home. This project will lead us to a much more navigable, searchable and sustainable website for the future.





**SPRING**  
ENROLLMENT  
2021

Spring 2021 semester is right around the corner at North Country Community College! The good news is that it's not too late to enroll. Sign up now for our virtual "Last Chance 2 Enroll" events Jan. 27 & 28.

If you're ready to take the next step, we're here to help! All you need is your transcripts to apply, get accepted, and register for classes - all in the same day! Financial aid and scholarships are still available. Reserve your spot for our virtual events at [NCCC.EDU/SPRING](https://nccc.edu/spring) or give us a call at **888-TRY-NCCC!**

**NC**  
NORTH COUNTRY  
COMMUNITY  
COLLEGE  
THE STATE UNIVERSITY OF NEW YORK



**To get a head start:**

- APPLY to the college at [NCCC.EDU/APPLY](https://nccc.edu/apply)
- SUBMIT your FAFSA at [NCCC.EDU/PAYING-FOR-COLLEGE](https://nccc.edu/paying-for-college)
- RSVP for Last Chance 2 Enroll at [NCCC.EDU/SPRING](https://nccc.edu/spring)

If you have any questions, give us a call at **888-TRY-NCCC** or email [ADMISSIONS@NCCC.EDU](mailto:ADMISSIONS@NCCC.EDU).

We're looking forward to working with you!

“Too often you start working on something important, then life gets in the way. You may feel like those credits you earned at North Country Community College (or elsewhere) are in the past and that your dream is no longer in reach. I know how this feels; I was you!

Here at North Country, we're ready to help you get back on track so you can realize that dream of a college degree. Whether you need to attend part or full-time, we'll help you find a way to finish what you started. Through the generosity of the NCCC Foundation and their Opportunity Scholarship, we can offer aid to make college even more affordable!”

— Amy Tuthill, Associate Director of Enrollment



## STAY NEAR. GO FAR.

- Real credits and real savings leading to REAL JOBS!
- Stay close to home and stay safe
- Personal attention in small online classes
- Years of experience offering and supporting online learning
- Get your general education credits and transfer with a DEGREE IN HAND!

## Want to Know More?

Give Amy a call at 518-891-2915 (Ext 1282), email [ATUTHILL@NCCC.EDU](mailto:ATUTHILL@NCCC.EDU) or visit [NCCC.EDU/FINISH](http://NCCC.EDU/FINISH). Together we'll help you reach your goals!





**NEW YEAR, NEW GOALS**  
ENROLL NOW FOR SPRING 2021

Our college community offers a quality instruction at an affordable price.

- Check out our unique selection of programs at [NCCC.EDU/PROGRAMS](http://NCCC.EDU/PROGRAMS)
- Explore financial aid and scholarships opportunities at [NCCC.EDU/PAYING-FOR-COLLEGE](http://NCCC.EDU/PAYING-FOR-COLLEGE)
- Learn about the ways in we'll support you through your college journey at [NCCC.EDU/STUDENT-SUPPORT](http://NCCC.EDU/STUDENT-SUPPORT)
- Review all of our flexible course offerings at [NCCC.EDU/REGISTRATION](http://NCCC.EDU/REGISTRATION)

**North Country Community College  
Interim CFO's Report to the Board of Trustees  
January 29, 2021**

Greetings,

Happy new year and I hope this report finds you well. I thought it was important to update everyone on a few things this month and ask for board approval on the financial statements for the year ending August 31, 2020 and the months ending Sep - Dec 2020.

**2019-20 Annual Financial Audit Update**

- Financial Statement audit portion completed.
- Auditor is finalizing college sub-schedules and appendices ig) GASB 68/75, Appendix D

**2019-20 Financial Statements** *(for review and approval)*

- In-state enrollment declines, a 20% Q4 NYS aid withholding, and non-operating capitalized costs contributed to a \$525K deficit.
- Enrollment highlights
  - Total FTE of 1,074 was 107 or 10% less than budget.
  - In state FTE of 599 was 111 or 19% less than budget.
  - Total FTE of 1,074 was 31 or 3% less than prior year.
  - In state FTE of 599 was 57 or 9% less than prior year.
  - Out of state FTE of 73 was 30 or 68% better than prior year
- Revenue highlights
  - Tuition and fees were \$337K worse than budget due to enrollments not able to match a very aggressive in-state budget target.
  - Q4 NYS aid 20% payment withholding is treated as a “cut” reducing state aid by \$190K for the year. State aid was reduced further in 19-20 by \$40K when the JobLinks program was cut pre-pandemic.
- Expense highlights
  - Salary and payroll tax savings are all offset by \$90K in early retirement incentives.
  - Benefit related costs were \$45K better than budget. Medical and retirement increases were not as much as expected but those savings were partially offset by unbudgeted staff tuition waivers and unemployment benefits related to the pandemic.
  - \$60K savings in equipment expense as purchases were limited to mission critical only.
  - \$130k savings in Utilities, Maintenance, and Office supplies due to shifting to mostly online delivery, low fuel prices, and a mild winter.
  - \$70K increase in scholarships awarded.
  - \$100K savings in travel due to shifting to mostly online delivery.



## ***Interim CFO's Report to the Board of Trustees (continued)***

### **2020-21 Financial Statements Sep-Dec (for review and approval)**

- Most of the expense reductions committed to in August around staffing, and expense savings related to mostly online delivery such as utilities and travel are being realized to date.
- NYS is holding approx. \$450K in payments to NCCC. It includes:
  - 19-20 Q4 20% aid
  - 20-21 Q1 20% aid
  - 20% of the awarded monies to students for TAP in same timeframes.
- NCCC has been managing cash closely in the absence of these monies.

### **2020-21 Forecast**

- Included is an updated financial forecast for the year ending August 31, 2021 as of January.
- Enrollment declines related to the pandemic are being mitigated by expense savings but a potential 20% NYS aid cut is driving a full year projected deficit of \$803K.
- Latest enrollment trends:
  - Projected total FTE of 953 is 97 or 10% less than budget.
  - Projected In/Out of state FTE of 613 is 22 or 4% less than budget.
  - Projected Concurrent Enrollment FTE of 209 is 41 or 20% less than budget.
  - Projected Pell Prison FTE of 131 is 34 or 26% less than budget.
- Projected Revenue:
  - \$533K loss of tuition revenue due to enrollment declines.
  - \$785K NYS aid cut assumed, which is 20%.
  - The contribution income reduction is moving the Foundation Opportunity Scholarship monies into a restricted fund. The college should realize the benefits of those monies through increased enrollments.
- Projected Expenses:
  - \$413K reduction of Salary and Benefit expenses for reduced casual labor pools, early retirements, and not filling open positions.
  - \$71K increase to Retirement as the budget was calculated too low in error.
  - \$36K increase to Other Benefits for unemployment costs related to the pandemic
  - \$50K reduction of Utility costs reduced do to mostly online delivery of instruction.
  - \$14K reduction of recruiting related travel expenses.
  - \$100K reduction of Scholarships for out of state students reduced due to pandemic.
  - \$46K reduction of Travel costs reduced due to mostly online delivery of instruction.
  - \$28K reduction of Pell Travel costs reduced due to mostly online delivery of instruction.

### **2021-22 NCCC Budget**

- College strategic plan was updated.
- College wide Fall Open Forum was held December 21, 2020.
- In-State tuition, college, and course fees are at 20-21 level – 0% change.
- Out of State tuition may be reduced – less scholarships would be awarded equal to the value.
- Revenue projection models are being populated with assumptions and discussed.
- Templates will go out to college community for departmental expense feedback soon.

## *Interim CFO's Report to the Board of Trustees (continued)*

### **CARES/CRRSAA Federal Stimulus Funding**

- NCCC has been awarded the following in federal stimulus funding. Guidelines are still being revised and/or developed by NYS Department of Budget on which students qualify and how the institutional funding can be used.
  - To be used for students.
    - \$555K CARES – all disbursed to students as of 12/31/20.
    - \$555K CRRSAA – just awarded in January 2021.
  - To be used by the institution.
    - \$555K CARES – able to spend \$325K so far on eligible expenses.
      - \$190K Refunds to students
      - \$90K Student laptop program
      - \$40K Staff hardware/software for distance learning and cleaning supplies
      - \$5K Faculty professional development
    - \$1.6MM CRRSAA – just awarded in January 2021.

### **NYS 2021-22 Budget Proposal**

- There is some good news in the latest NYS budget proposal as Joe alluded to in his report. Here are some more specifics.
  - 2019-20: Base and rental aids would be restored to 100% - \$189K.
  - 2020-21: One-time 5% reduction in NYS base aid would be imposed - \$203K cut.
  - Rental and low enrollment aids would be cut 5% permanently.
  - HESC funding, such as TAP awards for students, would be kept whole with no cuts in any years.
  - All cash holdbacks by NYS would be released to NCCC in March 2021
    - \$190K - 19-20 Q4 NYS Aid Payments 20% held
    - \$170K - 20-21 Q1 NYS Aid Payments 20% held less 5% reduction for 20-21.
    - \$75K approx. - 19-20 and 20-21 TAP payments to NCCC held (NCCC awarded students 100%).
- On the next page you can see the updated 5-year financial forecast as it is today and as it would be if the proposed NYS budget is passed.
  - At the end of 2024-25, the proposed NYS budget would preserve \$3.65MM total in cash leaving a projected fund balance of \$752K vs. a projected fund balance exhausted by \$2.9MM.

## North Country Community College

Five Year Plan						
<i>In thousands</i>	Actual		Projected			
	19-20	20-21	21-22	22-23	23-24	24-25
<b>FTE Students</b>						
Total FTE	1,074	953	1,030	1,027	1,027	1,036
<b>Unrestricted Fund</b>						
Revenues	\$ 14,594	\$ 13,364	\$ 13,565	\$ 13,641	\$ 13,751	\$ 13,926
Expenses	14,916	14,167	14,604	15,032	15,482	15,955
<b>Operating Surplus (Deficit)</b>	<b>(322)</b>	<b>(803)</b>	<b>(1,039)</b>	<b>(1,391)</b>	<b>(1,732)</b>	<b>(2,029)</b>
Non-Operating	(204)	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ (526)</b>	<b>\$ (803)</b>	<b>\$ (1,039)</b>	<b>\$ (1,391)</b>	<b>\$ (1,732)</b>	<b>\$ (2,029)</b>
Fund Balance Beginning 9/1	\$ 4,620	\$ 4,094	\$ 3,291	\$ 2,252	\$ 861	\$ (871)
Changes to Net Position	(526)	(803)	(1,039)	(1,391)	(1,732)	(2,029)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,094</b>	<b>\$ 3,291</b>	<b>\$ 2,252</b>	<b>\$ 861</b>	<b>\$ (871)</b>	<b>\$ (2,900)</b>
Fund Balance NOC %	27.4%	23.2%	15.4%	5.7%	-5.6%	-18.2%

Five Year Plan Assuming Proposed 21-22 NYS Budget						
<i>In thousands</i>	Actual		Projected			
	19-20	20-21	21-22	22-23	23-24	24-25
<b>FTE Students</b>						
Total FTE	1,074	953	1,030	1,027	1,027	1,036
<b>Unrestricted Fund</b>						
Revenues	\$ 14,784	\$ 13,947	\$ 14,261	\$ 14,380	\$ 14,489	\$ 14,633
Expenses	14,916	14,167	14,604	15,032	15,482	15,955
<b>Operating Surplus (Deficit)</b>	<b>(133)</b>	<b>(220)</b>	<b>(343)</b>	<b>(653)</b>	<b>(994)</b>	<b>(1,322)</b>
Non-Operating	(204)	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ (336)</b>	<b>\$ (220)</b>	<b>\$ (343)</b>	<b>\$ (653)</b>	<b>\$ (994)</b>	<b>\$ (1,322)</b>
Fund Balance Beginning 9/1	\$ 4,620	\$ 4,284	\$ 4,063	\$ 3,720	\$ 3,067	\$ 2,074
Changes to Net Position	(336)	(220)	(343)	(653)	(994)	(1,322)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,284</b>	<b>\$ 4,063</b>	<b>\$ 3,720</b>	<b>\$ 3,067</b>	<b>\$ 2,074</b>	<b>\$ 752</b>
Fund Balance NOC %	28.7%	28.7%	25.5%	20.4%	13.4%	4.7%
Annual Proposed NYS Budget Impact <sup>1</sup>	\$ 189	\$ 583	\$ 697	\$ 738	\$ 738	\$ 707
Cumulative Proposed NYS Budget Impact	\$ 189	\$ 772	\$ 1,468	\$ 2,206	\$ 2,945	\$ 3,652

<sup>1</sup> This is the impact by year to previously published forecasted deficits. The proposed budget impact on the previous 2024-25 projection would be a \$707K improvement, leaving a deficit of \$1.3MM that year vs. the previously projected \$2.0MM. At the end of 2024-25, the proposed budget would preserve \$3.65MM total leaving a projected fund balance of \$752K vs. an exhausted fund balance by \$2.9MM.

# North Country Community College

## January Forecast

For the year ending August 31, 2021

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	575	572	(3)	0%
Out of State	60	41	(19)	-47%
<b>In/Out of State FTE</b>	<b>635</b>	<b>613</b>	<b>(22)</b>	<b>-4%</b>
Concurrent Enrollment	250	209	(41)	-20%
<b>Core Operating FTE</b>	<b>885</b>	<b>822</b>	<b>(63)</b>	<b>-8%</b>
Pell Prison Program	165	131	(34)	-26%
<b>Total FTE</b>	<b>1,050</b>	<b>953</b>	<b>(97)</b>	<b>-10%</b>

Unrestricted Fund <i>(in thousands)</i>	Budget	Forecast	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 5,107	\$ 4,920	\$ (187)	-4%
Fees	1,210	1,220	10	1%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	607	696	89	15%
State Aid	4,051	3,266	(785)	-19%
Contributions & Other Income	1,154	1,034	(120)	-10%
Reserve for Bad Debt	(151)	(150)	1	0%
<b>Total Revenues</b>	<b>14,357</b>	<b>13,364</b>	<b>(993)</b>	<b>-7%</b>
<b>Expenditures</b>				
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	227	36	19%
Equipment	34	34	-	0%
Facility Leases	1,448	1,448	-	0%
Utilities	302	252	(50)	-17%
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	-	346	346	NA
Travel	64	17	(46)	-73%
Property & Liability Ins.	145	143	(2)	-1%
Miscellaneous	406	378	(28)	-7%
<b>Total Expenditures</b>	<b>14,388</b>	<b>14,167</b>	<b>(221)</b>	<b>-2%</b>
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (31)</b>	<b>\$ (803)</b>	<b>\$ (772)</b>	<b>-2515%</b>



**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
**As of August 31, 2020**

**SUBMITTED TO THE BOARD OF TRUSTEES**  
January 29, 2021

**ERIK HARVEY**  
Interim CFO

North Country Community College Balance Sheet AUGUST 31, 2020				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
<b>Assets</b>				
Cash	\$ 3,263,515	\$ 3,516,820	\$ (253,305)	
Accounts Receivable-Students	444,856	331,142	113,714	
Due From NCCC Association	295,196	186,737	108,459	
Due From NCCC Foundation (Contributions)	665,946	1,441,424	(775,478)	
Due From Other Funds	189,190	134,837	54,354	
Due From Governments (State & Fed Fin Aid)	493,828	1,286,421	(792,593)	
Prepaid Expenses	322,147	244,671	77,476	
<b>Total Assets</b>	<b>\$ 5,674,679</b>	<b>\$ 7,142,052</b>	<b>\$ (1,467,374)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ 83,337	\$ 95,970	\$ (12,634)	
Payroll & Benefits Liabilities	90,330	57,084	33,246	
Due to NCCC Association (Room, Meals, Books)	180,735	1,393	179,343	
Due to NCCC Foundation (Rent)	87,654	891,703	(804,049)	
Due to Other Funds	-	(500)	500	
Due to Retirement	386,258	361,307	24,951	
Compensated Absences	289,672	286,427	3,245	
Other Liabilities	462,389	828,650	(366,261)	
<b>Total Liabilities</b>	<b>\$ 1,580,375</b>	<b>\$ 2,522,033</b>	<b>\$ (941,658)</b>	
<b>Month End Equity</b>	<b>\$ 4,094,304</b>	<b>\$ 4,620,019</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 5,674,679</b>	<b>\$ 7,142,052</b>		
<b>Fund Balance Summary</b>				
Fund Balance as of 09/01/19	\$ 4,620,020			
Estimated 19-20 Surplus (Deficit)	\$ (525,716)			
Projected Fund Balance as of 09/01/20 <sup>1</sup>	\$ 4,094,304			

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.

North Country Community College Revenues & Expenditures AUGUST 31, 2020				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 6,037,511	\$ 5,700,778	\$ (336,733)	-6%
Sponsors' Contribution	2,380,000	2,380,000	-	0%
Chargebacks	625,000	638,657	13,657	2%
Out-of-State Tuition	837,905	836,575	(1,330)	0%
State Aid	4,184,755	3,948,817	(235,938)	-6%
Contributions	1,098,500	1,089,547	(8,953)	-1%
<b>Total Revenues</b>	<b>\$ 15,163,671</b>	<b>\$ 14,594,375</b>	<b>\$ (569,296)</b>	<b>-4%</b>
<b>Expenditures</b>				
Salaries	\$ 7,510,437	\$ 7,532,426	\$ 21,990	0%
Payroll Taxes	548,538	524,497	(24,042)	-4%
Medical	2,062,677	1,948,371	(114,306)	-6%
Retirement	646,507	621,984	(24,523)	-4%
Other	176,286	270,507	94,221	53%
Equipment	84,075	25,624	(58,451)	-70%
Facility Leases	1,455,130	1,467,922	12,792	1%
Utilities	295,750	252,089	(43,661)	-15%
Maintenance	207,650	162,234	(45,416)	-22%
Office & General Supplies	88,027	48,813	(39,214)	-45%
Advertising	172,950	175,531	2,581	1%
Professional Services	101,400	107,141	5,741	6%
Information Technology	353,170	362,106	8,936	3%
Library & Instructional Supplies	400,336	395,917	(4,419)	-1%
Scholarships	515,000	586,817	71,817	14%
Travel	169,770	70,188	(99,582)	-59%
Property & Liability Ins.	140,000	141,175	1,175	1%
Miscellaneous	226,592	223,140	(3,452)	-2%
<b>Total Expenditures</b>	<b>\$ 15,154,295</b>	<b>\$ 14,916,480</b>	<b>\$ (237,815)</b>	<b>-2%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ (322,106)</b>	<b>\$ (331,482)</b>	<b>-3535%</b>
Non-Operating Activity	-	(203,610)	(203,610)	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ 9,376</b>	<b>\$ (525,716)</b>	<b>\$ (535,092)</b>	<b>-5707%</b>



**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
**As of September 30, 2020**

**SUBMITTED TO THE BOARD OF TRUSTEES**  
January 29, 2021

**ERIK HARVEY**  
Interim CFO

North Country Community College Balance Sheet SEPTEMBER 30, 2020				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
<b>Assets</b>				
Cash	\$ 3,081,172	\$ 4,575,545	\$ (1,494,374)	
Accounts Receivable-Students	3,271,147	308,959	2,962,188	
Due From NCCC Association	312,790	178,416	134,374	
Due From NCCC Foundation (Contributions)	772,789	741,309	31,481	
Due From Other Funds	32,960	462,489	(429,529)	
Due From Governments (State & Fed Fin Aid)	54,374	3,144,999	(3,090,625)	
Prepaid Expenses	46,692	943	45,749	
<b>Total Assets</b>	<b>\$ 7,571,923</b>	<b>\$ 9,412,659</b>	<b>\$ (1,840,736)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ (6,148)	\$ (5,652)	\$ (496)	
Payroll & Benefits Liabilities	(97,188)	209,167	(306,355)	
Due to NCCC Association (Room, Meals, Books)	304,086	641,985	(337,899)	
Due to NCCC Foundation (Rent)	180,760	174,421	6,340	
Due to Other Funds	20	40	(20)	
Due to Retirement	444,364	350,844	93,521	
Compensated Absences	300,451	256,362	44,090	
Other Liabilities	398,609	340,198	58,411	
<b>Total Liabilities</b>	<b>\$ 1,524,955</b>	<b>\$ 1,967,364</b>	<b>\$ (442,409)</b>	
<b>Month End Equity</b>	<b>\$ 6,046,968</b>	<b>\$ 7,445,295</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,571,923</b>	<b>\$ 9,412,659</b>		
<b>Fund Balance Summary</b>				
Prelim Fund Balance as of 09/01/20	\$ 4,094,304			
Estimated 20-21 Surplus (Deficit)	\$ (707,031)			
Projected Fund Balance as of 09/01/21 <sup>1</sup>	\$ 3,387,273			

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.

North Country Community College Revenues & Expenditures SEPTEMBER 30, 2020				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,330,393	\$ 2,730,199	\$ (2,600,195)	51%
Sponsors' Contribution	2,380,000	198,333	(2,181,667)	8%
Chargebacks	695,600	332	(695,268)	0%
Out-of-State Tuition	747,053	259,902	(487,151)	35%
State Aid	4,050,609	-	(4,050,609)	0%
Contributions	1,153,500	103,348	(1,050,152)	9%
<b>Total Revenues</b>	<b>\$ 14,357,155</b>	<b>\$ 3,292,113</b>	<b>\$ (11,065,042)</b>	<b>23%</b>
<b>Expenditures</b>				
Salaries	\$ 7,134,020	\$ 508,880	\$ 6,625,139	7%
Payroll Taxes	545,752	35,778	509,974	7%
Medical	2,057,012	169,901	1,887,111	8%
Retirement	620,050	48,314	571,736	8%
Other	107,535	21,409	86,126	20%
Equipment	34,050	1,809	32,241	5%
Facility Leases	1,448,480	128,841	1,319,639	9%
Utilities	301,500	6,403	295,097	2%
Maintenance	167,150	4,461	162,689	3%
Office & General Supplies	69,810	3,587	66,224	5%
Advertising	206,050	-	206,050	0%
Professional Services	118,200	7,250	110,950	6%
Information Technology	291,370	100,901	190,469	35%
Library & Instructional Supplies	347,510	22,590	324,920	7%
Scholarships	485,000	-	485,000	0%
Travel	101,550	-	101,550	0%
Property & Liability Ins.	145,000	39,209	105,791	27%
Miscellaneous	207,817	19,309	188,507	9%
<b>Total Expenditures</b>	<b>\$ 14,387,856</b>	<b>\$ 1,118,643</b>	<b>\$ 13,269,214</b>	<b>8%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 2,173,471</b>	<b>\$ 2,204,172</b>	<b>-7179%</b>
Non-Operating Activity	-	6,417	6,417	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 2,179,888</b>	<b>\$ 2,210,589</b>	<b>-7200%</b>





**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
**As of October 31, 2020**

**SUBMITTED TO THE BOARD OF TRUSTEES**  
January 29, 2021

**ERIK HARVEY**  
Interim CFO

North Country Community College Balance Sheet OCTOBER 31, 2020				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
<b>Assets</b>				
Cash	\$ 2,698,477	\$ 5,649,284	\$ (2,950,806)	
Accounts Receivable-Students	3,252,899	384,275	2,868,625	
Due From NCCC Association	327,555	200,979	126,576	
Due From NCCC Foundation (Contributions)	679,880	822,413	(142,533)	
Due From Other Funds	(68,050)	384,773	(452,823)	
Due From Governments (State & Fed Fin Aid)	259,654	1,366,485	(1,106,831)	
Prepaid Expenses	73,692	722	72,970	
<b>Total Assets</b>	<b>\$ 7,224,107</b>	<b>\$ 8,808,931</b>	<b>\$ (1,584,823)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ (116,653)	\$ 8,358	\$ (125,012)	
Payroll & Benefits Liabilities	7,734	202,352	(194,619)	
Due to NCCC Association (Room, Meals, Books)	311,481	645,095	(333,614)	
Due to NCCC Foundation (Rent)	268,302	251,525	16,778	
Due to Other Funds	40	40	-	
Due to Retirement	472,653	322,050	150,603	
Compensated Absences	300,451	256,362	44,090	
Other Liabilities	428,108	368,987	59,121	
<b>Total Liabilities</b>	<b>\$ 1,672,116</b>	<b>\$ 2,054,769</b>	<b>\$ (382,653)</b>	
<b>Month End Equity</b>	<b>\$ 5,551,991</b>	<b>\$ 6,754,162</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,224,107</b>	<b>\$ 8,808,931</b>		
<b>Fund Balance Summary</b>				
Prelim Fund Balance as of 09/01/20	\$ 4,094,304			
Estimated 20-21 Surplus (Deficit)	\$ (658,736)			
Projected Fund Balance as of 09/01/21 <sup>1</sup>	\$ 3,435,567			

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.

North Country Community College Revenues & Expenditures OCTOBER 31, 2020				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,330,393	\$ 3,168,878	\$ (2,161,515)	59%
Sponsors' Contribution	2,380,000	190,000	(2,190,000)	8%
Chargebacks	695,600	353,479	(342,121)	51%
Out-of-State Tuition	747,053	263,016	(484,037)	35%
State Aid	4,050,609	-	(4,050,609)	0%
Contributions	1,153,500	197,241	(956,259)	17%
<b>Total Revenues</b>	<b>\$ 14,357,155</b>	<b>\$ 4,172,614</b>	<b>\$ (10,184,541)</b>	<b>29%</b>
<b>Expenditures</b>				
Salaries	\$ 7,134,020	\$ 1,059,794	\$ 6,074,225	15%
Payroll Taxes	545,752	73,185	472,567	13%
Medical	2,057,012	279,082	1,777,930	14%
Retirement	620,050	97,319	522,732	16%
Other	107,535	66,140	41,395	62%
Equipment	34,050	8,376	25,674	25%
Facility Leases	1,448,480	257,822	1,190,658	18%
Utilities	301,500	30,753	270,747	10%
Maintenance	167,150	36,146	131,004	22%
Office & General Supplies	69,810	10,555	59,255	15%
Advertising	206,050	2,126	203,924	1%
Professional Services	118,200	10,724	107,476	9%
Information Technology	291,370	113,040	178,330	39%
Library & Instructional Supplies	347,510	30,075	317,435	9%
Scholarships	485,000	260,331	224,669	54%
Travel	101,550	(279)	101,829	0%
Property & Liability Ins.	145,000	39,209	105,791	27%
Miscellaneous	207,817	86,876	120,941	42%
<b>Total Expenditures</b>	<b>\$ 14,387,856</b>	<b>\$ 2,461,274</b>	<b>\$ 11,926,582</b>	<b>17%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 1,711,340</b>	<b>\$ 1,742,041</b>	<b>-5674%</b>
Non-Operating Activity	-	13,629	13,629	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 1,724,969</b>	<b>\$ 1,755,670</b>	<b>-5719%</b>



**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
**As of November 30, 2020**

**SUBMITTED TO THE BOARD OF TRUSTEES**  
January 29, 2021

**ERIK HARVEY**  
Interim CFO

North Country Community College Balance Sheet NOVEMBER 30, 2020				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
<b>Assets</b>				
Cash	\$ 4,228,844	\$ 4,790,788	\$ (561,944)	
Accounts Receivable-Students	899,021	199,497	699,524	
Due From NCCC Association	344,711	219,506	125,205	
Due From NCCC Foundation (Contributions)	682,070	917,998	(235,928)	
Due From Other Funds	(146,224)	406,323	(552,547)	
Due From Governments (State & Fed Fin Aid)	777,147	1,312,310	(535,162)	
Prepaid Expenses	73,692	25,172	48,520	
<b>Total Assets</b>	<b>\$ 6,859,260</b>	<b>\$ 7,871,593</b>	<b>\$ (1,012,332)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ (149,905)	\$ 701,477	\$ (851,382)	
Payroll & Benefits Liabilities	(54,265)	208,492	(262,756)	
Due to NCCC Association (Room, Meals, Books)	311,481	3,110	308,371	
Due to NCCC Foundation (Rent)	355,835	328,716	27,119	
Due to Other Funds	40	40	-	
Due to Retirement	341,426	315,743	25,683	
Compensated Absences	300,451	256,362	44,090	
Other Liabilities	427,910	368,863	59,047	
<b>Total Liabilities</b>	<b>\$ 1,532,974</b>	<b>\$ 2,182,802</b>	<b>\$ (649,828)</b>	
<b>Month End Equity</b>	<b>\$ 5,326,286</b>	<b>\$ 5,688,790</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 6,859,260</b>	<b>\$ 7,871,593</b>		
<b>Fund Balance Summary</b>				
Prelim Fund Balance as of 09/01/20	\$ 4,094,304			
Estimated 20-21 Surplus (Deficit)	\$ (658,393)			
Projected Fund Balance as of 09/01/21 <sup>1</sup>	\$ 3,435,911			
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.				

North Country Community College Revenues & Expenditures NOVEMBER 30, 2020				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,330,393	\$ 3,211,105	\$ (2,119,288)	60%
Sponsors' Contribution	2,380,000	181,667	(2,198,333)	8%
Chargebacks	695,600	356,257	(339,343)	51%
Out-of-State Tuition	747,053	258,345	(488,708)	35%
State Aid	4,050,609	904,122	(3,146,487)	22%
Contributions	1,153,500	291,590	(861,910)	25%
<b>Total Revenues</b>	<b>\$ 14,357,155</b>	<b>\$ 5,203,086</b>	<b>\$ (9,154,069)</b>	<b>36%</b>
<b>Expenditures</b>				
Salaries	\$ 7,134,020	\$ 1,622,267	\$ 5,511,752	23%
Payroll Taxes	545,752	111,686	434,066	20%
Medical	2,057,012	379,268	1,677,744	18%
Retirement	620,050	148,419	471,631	24%
Other	107,535	80,657	26,878	75%
Equipment	34,050	8,376	25,674	25%
Facility Leases	1,448,480	386,665	1,061,815	27%
Utilities	301,500	45,189	256,311	15%
Maintenance	167,150	35,117	132,033	21%
Office & General Supplies	69,810	11,389	58,421	16%
Advertising	206,050	4,628	201,422	2%
Professional Services	118,200	13,723	104,477	12%
Information Technology	291,370	117,012	174,358	40%
Library & Instructional Supplies	347,510	42,041	305,469	12%
Scholarships	485,000	516,291	(31,291)	106%
Travel	101,550	(279)	101,829	0%
Property & Liability Ins.	145,000	71,048	73,952	49%
Miscellaneous	207,817	87,952	119,865	42%
<b>Total Expenditures</b>	<b>\$ 14,387,856</b>	<b>\$ 3,681,449</b>	<b>\$ 10,706,408</b>	<b>26%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 1,521,637</b>	<b>\$ 1,552,338</b>	<b>-5056%</b>
Non-Operating Activity	-	21,962	21,962	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 1,543,599</b>	<b>\$ 1,574,300</b>	<b>-5128%</b>



**North Country Community College**

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**  
**As of December 31, 2020**

SUBMITTED TO THE BOARD OF TRUSTEES  
January 29, 2021

**ERIK HARVEY**  
Interim CFO

North Country Community College Balance Sheet DECEMBER 31, 2020				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
<b>Assets</b>				
Cash	\$ 3,375,559	\$ 3,198,017	\$ 177,541	
Accounts Receivable-Students	886,659	46,392	840,267	
Due From NCCC Association	358,710	235,734	122,976	
Due From NCCC Foundation (Contributions)	682,299	997,060	(314,761)	
Due From Other Funds	(476,581)	220,000	(696,581)	
Due From Governments (State & Fed Fin Aid)	545,901	1,221,758	(675,858)	
Prepaid Expenses	232,511	25,172	207,340	
<b>Total Assets</b>	<b>\$ 5,605,058</b>	<b>\$ 5,944,133</b>	<b>\$ (339,075)</b>	
<b>Liabilities</b>				
Accounts Payable	\$ 267,424	\$ (98,208)	\$ 365,632	
Payroll & Benefits Liabilities	(243,675)	194,973	(438,648)	
Due to NCCC Association (Room, Meals, Books)	-	3,110	(3,110)	
Due to NCCC Foundation (Rent)	443,643	406,035	37,609	
Due to Other Funds	40	40	-	
Due to Retirement	39,251	59,350	(20,099)	
Compensated Absences	289,672	256,362	33,310	
Other Liabilities	255,957	368,553	(112,596)	
<b>Total Liabilities</b>	<b>\$ 1,052,313</b>	<b>\$ 1,190,215</b>	<b>\$ (137,901)</b>	
<b>Month End Equity</b>	<b>\$ 4,552,745</b>	<b>\$ 4,753,918</b>		
<b>Total Liabilities &amp; Equity</b>	<b>\$ 5,605,058</b>	<b>\$ 5,944,133</b>		
<b>Fund Balance Summary</b>				
Prelim Fund Balance as of 09/01/20	\$ 4,094,304			
Estimated 20-21 Surplus (Deficit)	\$ (802,902)			
Projected Fund Balance as of 09/01/21 <sup>1</sup>	\$ 3,291,402			

<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.

North Country Community College Revenues & Expenditures DECEMBER 31, 2020				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 5,330,393	\$ 3,211,119	\$ (2,119,274)	60%
Sponsors' Contribution	2,380,000	776,667	(1,603,333)	33%
Chargebacks	695,600	358,388	(337,212)	52%
Out-of-State Tuition	747,053	258,345	(488,708)	35%
State Aid	4,050,609	904,122	(3,146,487)	22%
Contributions	1,153,500	381,711	(771,789)	33%
<b>Total Revenues</b>	<b>\$ 14,357,155</b>	<b>\$ 5,890,352</b>	<b>\$ (8,466,803)</b>	<b>41%</b>
<b>Expenditures</b>				
Salaries	\$ 7,134,020	\$ 2,414,487	\$ 4,719,532	34%
Payroll Taxes	545,752	167,843	377,910	31%
Medical	2,057,012	471,976	1,585,036	23%
Retirement	620,050	223,408	396,643	36%
Other	107,535	99,210	8,325	92%
Equipment	34,050	11,873	22,177	35%
Facility Leases	1,448,480	515,506	932,974	36%
Utilities	301,500	80,403	221,097	27%
Maintenance	167,150	48,380	118,770	29%
Office & General Supplies	69,810	12,327	57,483	18%
Advertising	206,050	20,669	185,381	10%
Professional Services	118,200	22,115	96,085	19%
Information Technology	291,370	154,908	136,462	53%
Library & Instructional Supplies	347,510	51,824	295,686	15%
Scholarships	485,000	516,291	(31,291)	106%
Travel	101,550	41	101,509	0%
Property & Liability Ins.	145,000	71,301	73,699	49%
Miscellaneous	207,817	107,164	100,653	52%
<b>Total Expenditures</b>	<b>\$ 14,387,856</b>	<b>\$ 4,989,723</b>	<b>\$ 9,398,133</b>	<b>35%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 900,628</b>	<b>\$ 931,330</b>	<b>-3034%</b>
Non-Operating Activity	-	27,947	27,947	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (30,701)</b>	<b>\$ 928,576</b>	<b>\$ 959,277</b>	<b>-3125%</b>

**North Country Community College  
President's Report to the Board of Trustees  
January 29<sup>th</sup>, 2021**

Greetings to you all,

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.

Since we last met, there has been no shortage of news that directly and indirectly impacts the college and much of it has been quite hopeful. At the top of that list is the ongoing distribution of the vaccine in our region. The college has offered space on all of our campuses to our county sponsors to set up vaccination clinics. The limiting factor at this time is the quantity of the vaccine they are receiving, and we expect that as that increases, the counties will proceed with those clinics on-campus.

As we prepare for the start of the spring semester, we know there is still a long way to go in seeing this pandemic through and returning to something resembling normal. My thanks to our campus community, who stepped up and helped our students find success in spite of the many challenges faced by all, that same community who is readying itself to do so again this semester.

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

Joe

★ **COVID-19 Matters**

- *County Vaccine Clinics:* As noted above, the College reached out to Essex and Franklin County earlier in the month with an offer to assist them in their vaccination efforts. At this time, Essex County is exploring locating a clinic at the SL campus and Franklin County the same in Malone. We offered Essex County the option to establish a clinic at the Ti campus as well. Our Nursing Department has also offered to help with the vaccination efforts by having our PN students provide assistance and earn clinical hours at the same time.
- *Spring 21 semester:* The start to the Spring 21 semester was delayed by a week to accommodate a change in the semester schedule. As the Board will recall, at SUNY's request, we agreed to do away with a spring break as another tool to help limit the spread of the virus. The semester begins on Monday, February 1<sup>st</sup> and will run until May 13<sup>th</sup>, 2021. As in the fall, the majority of courses will be offered remotely.

- *SUNY Surveillance Testing Policy*: SUNY has refined its policy for testing requirements for all those on-campus during the Spring 2021 semester, moving from 100% testing every *other* week to 100% testing *every* week. Our administrative team is supportive of the policy and will be working with our faculty, students and collective bargaining units regarding adopting it. I am hoping that by the time of today’s meeting to have a recommendation to you.
- *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 and mask-wearing requirements.
- *COVID-19 Task Force*: the task force will resume meeting on Wednesday, January 27<sup>th</sup>, 2021. Much of what awaits the group is the planning for the Fall 21 semester 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**

Most off-campus meetings continue to focus on the challenges presented by COVID-19. This includes how we can help those in our communities impacted by the virus. We are seeing more planning for the post-COVID world and that has its own sort of excitement, though it remains modest. Here are some highlights of events, contacts, and interactions that I have participated in over the last few weeks:

<b>Date</b>	<b>With</b>	<b>Location</b>
30 Dec 20	Meet w/ Bob Ross, St. Joseph’s Rehabilitation Center	Phone
03 Jan 21	SUNY Vaccine Distribution Meeting	Zoom
04 Jan 21	SUNY COVID Physical Preparedness Workgroup	Webex
04 Jan 21	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
04 Jan 21	North Country Regional Business Competition Plan	Zoom
04 Jan 21	Gray Associates Webinar: 5 Programs on Radar	Zoom
04 Jan 21	Franklin County Community Services Board	Webex
05 Jan 21	Meet with Jessica Kemp, Student Trustee	Teams
06 Jan 21	Meet with Mike Maher, Northwood	Teams
11 Jan 21	Governor’s State of the State Address	Online
12 Jan 21	NCCC Foundation Investment Committee Call	Zoom
12 Jan 21	Wastewater Basic Operations Course Planning	Teams
12 Jan 21	SUNY Presidents Meeting with Chancellor	Zoom
13 Jan 21	Adirondack Foundation – High School to Career Pathway	Zoom
14 Jan 21	MSCHE Self-Study Writing Day	Zoom
14 Jan 21	SUNY Work Force Development	Zoom
14 Jan 21	US DOE CARES Act Supplemental Funding Webinar	Zoom
15 Jan 21	Meet with Adirondack Foundation team	Zoom
15 Jan 21	SUNY COVID “Lessons Learned” Webinar	Zoom



15 Jan 21	MC Evaluations Instrument and Process Review	Teams
19 Jan 21	Essex County Finance Committee	Zoom
19 Jan 21	SUNY COVID Physical Preparedness Workgroup	Webex
19 Jan 21	North Country CC-Workforce Development Partnership	Zoom
19 Jan 21	McCormick Hall – Facilities Walkthrough	
20 Jan 21	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
20 Jan 21	Meet with Jessica Kemp, Student Trustee	Teams
20 Jan 21	Northern Borders P-TECH Meeting	Zoom
20 Jan 21	McCormick Hall – Facilities Walkthrough	
21 Jan 21	NCCC Retirees’ Breakfast	Zoom
21 Jan 21	SUNY CC – Strategic Enrollment Meeting	Zoom
22 Jan 21	US Dept of Education – Second Chance Pell Update	Zoom
26 Jan 21	SUNY State of the University Address	Zoom
27 Jan 21	President’s Council	Teams
27 Jan 21	Meet with Jessica Kemp, Student Trustee	Teams
27 Jan 21	COVID-19 Task Force Meeting	Teams
28 Jan 21	SGA Meeting	Zoom
28 Jan 21	SUNY CC Budget Advocacy Meeting	Zoom
29 Jan 21	College Senate Meeting	Zoom

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

In addition to what was mentioned earlier, Chris Knight has been working with the faculty and staff in creating a welcome back video for our students. As soon as it is completed, we will share that with you.

★ **Other COVID-19 Items**  
**Surveillance Testing**

Tara Smith, our Human Resources Director and Campus Safety Monitor, continues leading our efforts in this area. As noted above, SUNY has adopted a testing policy of testing 100% of those on campus each week. We will continue to use the pooled saliva surveillance method through SUNY Upstate. As noted, we will need to work with our collective bargaining units on this. As you will recall, NCCCAP and the College signed a Memorandum of Agreement where NCCCAP members regularly working on campus are required to participate in surveillance testing *no less than one time every two weeks*, which was the expectation in the Fall 2020 semester.

**What Students Should Know**

As part of our Spring 2021 plan, and in the spirit of transparency with students, SUNY recommended we provide students with a list of items that they should know prior to making a decision to return or join us for Spring 2021. That document, a Spring 2021 “What Students Should Know” can be found [here](#).

★ **Spring 2021 Enrollment**

Our enrollment efforts continue and will do so up until the semester’s start. Over the winter break, we narrowed the enrollment gap and should have more updated figures for the board at your meeting. As of January 19<sup>th</sup>, 2021, we were 7% lower in headcount than the previous year and are trending 5-7% below compared to the

prior year in our core enrollment and College Bridge. Second Chance Pell is tracking lower still (~15-20%) largely due to conditions related to the pandemic. On the positive side, our re-admit and transfer student numbers are trending higher than last year at this time. We have two weeks remaining to close the Spring 21 gap.

★ **20-21 College Budget**

At this time, not much has changed regarding this year’s budget. However, as will be reported below, Governor Cuomo’s Executive Budget for the 21-22 year, if adopted, has the potential to be very helpful for our budget and our ability to carry out our mission. This budget here illustrates what a 20% cut would look like:

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

★ **2021-2022 Budget**

Erik Harvey, our Interim CFO, held an initial budget down hall for the 2021-2022 year with our campus community on Monday, December 21<sup>st</sup>, 2020. It was well attended, and Erik did a fine job presenting the material and answering questions. Since then, we have received what we believe will be favorable news related to the budget regarding the CARES Act, Second Chance Pell program, and the Governor’s Executive Budget. Here is a summary:

- *Expanded Pell Eligibility to Incarcerated Individuals:* The December 2020 Omnibus Bill approved by Congress and signed by the President changed the law regarding Pell eligibility for incarcerated students. Beginning no later than July 2023, prohibitions limiting incarcerated students to access Pell will be lifted. We have been assured that 1) that the Second Chance Pell program will continue until that time, and 2) our prison program should be able to seamlessly move from the experimental to a more permanent phase when the time comes. That is great news for our SCP students and for the college.
- *Supplemental CARES Funding:* The stimulus bill attached to the Omnibus Bill, provided additional funding for higher education. This funding is supplemental to the CARES Act funding. According to the Department of Education (DOE), our allocation is just north of \$2.2 million of which \$555,641 must be used for the most needy 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). While we are awaiting the details from the DOE on exactly how these funds can be used, we are hopeful that they will be helpful for our students and the college.

□ *Governor Cuomo's Executive Budget:* The Governor announced his Executive Budget for the 21-22 year earlier this week and SUNY and the community college sector emerged in much better shape than we could have hoped. This is preliminary and will change as the Senate and Assembly take it up, however, some broad provisions call for:

- ✦ holding funding stable for the student tuition supports including TAP and Excelsior,
- ✦ release of the 20% holdback by the state from the 4<sup>th</sup> quarter of 2019-20,
- ✦ 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

★ **CARES Act Funding**

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

- *Student funding:* We have dispersed all of our original CARES Act funding for students (\$555,641)
- *Institutional funding:* Our *institutional* plan was approved, and we have assigned some \$330,000 in costs to the institutional portion of the Cares Act funding. The CRRSAA (aka CARES Supplemental Funding) 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**

- *Management Confidential Evaluations:* We are asking the Board to consider amending its policy for Management Confidential Staff to include a reference to require performance evaluation. This fills a gap in the policy and ensures that performance evaluation will occur for all employees at the college, which we believe will be to the benefit of the employee, their area and colleagues, and our students.
- *Shared Governance Working Group Document:* We are asking the Board to consider endorsing the Shared Governance Working Group document which was updated during the Fall 2020 semester and received input and approval from our shared governance system.

★ **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. The course is written and Selina is consulting with partners and securing instructors.

Once completed, 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, the continuing education series that was launched last year, begins February 11<sup>th</sup>. This series will focus on historical, 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/>.
- *Strengthening Community Colleges Grant*: Sarah Maroun, our VPAA, learned that the Strengthening Community Colleges grant we submitted along with Onondaga Community College and SUNY Jefferson was not funded. The application focused on regional workforce needs pathways, particularly in health care and related fields, as well as cybersecurity. On a positive note, the North Country received a \$2.5 million dollar US Dept of Labor Rural Health Care Grant which we supported and there may be opportunities to assist.
- *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**

Over the break, we were able to make some significant progress in drafting and mapping out the strategic plan. The next steps are to present it to President's Council on Wednesday, January 27<sup>th</sup> and to the college community on Thursday, January 28<sup>th</sup> and take that input to put together a final draft to the campus community and the Board next month.

★ **Middle States/SUNY/NYSED**

**MSCHE Updates**

The Self-Study first draft is nearly complete. The Steering Committee conducted a writing day over winter break, which helped identify items we need to attend to. Many thanks to all who are serving in some capacity in our self-study.

**SUNY**

Chancellor Malatras will be delivering his State of the University Address on Tuesday, January 26<sup>th</sup> at 12:00 pm. Of particular note, the Chancellor and his team were very successful in their advocacy work on behalf of the community colleges as reflected in the Governor's Executive budget, one that we are grateful for.

That's all for now. Gratefully yours,



Joe Keegan  
President  
North Country Community

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

- WHEREAS The College is committed to the growth and development of all employees, and
- WHEREAS standardized and formal performance evaluation is an important tool to support the professional growth of all employees, and
- WHEREAS standardized and formal processes exist for members of CSEA and NCCCAP, and
- WHEREAS the President desires to ensure fair and equitable treatment for all and adopt standardized and formal processes for employees designated Management Confidential, and
- WHEREAS the Board of Trustees policy for Management Confidential Staff does not presently delineate these processes and expectations, and
- WHEREAS the recommendation has been reviewed by President's Council and received support from that body, 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 adding performance evaluation as part of its Board Policy on Management Confidential Staff.

2020/21  
MOTION:  
ACTION:  
Yeas:  
Nays:

Abstentions:  
DATE:

**NORTH COUNTRY COMMUNITY COLLEGE  
BOARD POLICY ON MANAGEMENT CONFIDENTIAL STAFF**

Management Confidential staff shall consist of the following positions at North Country Community College: Executive Assistant to the President, Vice President for Academic Affairs, Vice President for Administration/Chief Financial Officer, Associate Vice President of Student Affairs, Comptroller, Human Resources staff, Payroll/Benefits staff and other titles as may be determined by the President as in accordance with NYS regulations governing management confidential positions.

The Management Confidential group will enjoy the benefits afforded by the existing Master Agreements (CBAs) except where modified or defined by the following:

**Salary** – The annual increase to the Management Confidential group shall be reasonably comparable to the average aggregate percent increase afforded to NCCCAP. The individual salary for each employee will be set by the Board of Trustees on the recommendation of the President.

**Work Year/Vacation** – The work year is defined as a 12-month period with thirty (30) vacation days per year exclusive of College holidays. No more than 30 days can be carried over into a new contract year. Accumulated vacation time will be compensated upon termination of employment.

**Appointment Status/Termination** - Management confidential employees are “at will” employees. Due to the sensitive nature of the position involved in managerial and/or confidential categories, a President must not be bound by time or circumstances from selecting or retaining those she/he needs for the top administrative officers of the institution.

**Performance Evaluation** – It is the policy of the Board of Trustees that each management confidential employee be periodically evaluated on their performance. Those with probationary status will receive an annual evaluation following the completion of one’s probationary status. For particulars on evaluations, refer to the document, *Management Confidential Employees Annual Performance Evaluation Form* \*\* *Policy and Instructions...* \*\*.

**Financial Exigency** – MC Employees as “at-will” employees can be released at any time from employment due to financial exigency and as such are not bound by the terms of layoffs that reside in current collective bargaining agreements with the College.

**Probationary Status** – MC employees are considered to be on probationary status for their first 52 weeks of employment.

**Sick Leave** – Staff members are entitled to thirty (30) sick days per year. This sick leave shall be cumulative to 180 days. At time of retirement sick leave will be compensated in accordance with the terms of “Payment for Accumulated Sick Leave” found in the NCCCAP contract. When the above benefits have been exhausted, the employee may request of the Board an extension of the sick leave.

**Family Emergence/Personal Leave** – On approval of the President an employee may be granted Family Emergency Leave with pay for up to five (5) working days in any calendar year for serious illness or death in the family. On the approval of the Supervisor an employee may be granted Personal

Leave with pay for up to three (3) working days in any calendar year to attend to personal matters that conflict with one's work schedule.

**Tuition Waiver – Management Confidential staff** and their documented dependents will enjoy full tuition waivers.

**Professional Improvement Leave** - On the recommendation of the President, the Board may grant such a leave for a period not to exceed a full fiscal year. Said leave will carry a stipend equal to 2/3 of the salary earned. Failure to return at the leave's conclusion will result in an obligation to reimburse the College the amount of the stipend plus interest at the rate of eight percent (8%).

**Long Term Disability** – Long Term disability protection will be provided from an appropriate carrier.



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**MANAGEMENT CONFIDENTIAL EMPLOYEES  
ANNUAL PERFORMANCE EVALUATION FORM  
\*\* POLICY AND INSTRUCTIONS FOR STAFF & SUPERVISORS \*\***

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**POLICY**

It is the policy of the Board of Trustees that management confidential employees be periodically evaluated on their performance. The process and administration of said evaluation has been delegated to the President.

Evaluation is a continuing process and should be carried out on a regular basis, in accordance with Board of Trustees Policy regarding *Board of Trustees' Policy on Management Confidential Staff*. Formal evaluations provide an opportunity for the employee and supervisor to take stock of the employee's performance, celebrate what is working well and correct or grow in other areas. Formal evaluation should be the expression of this ongoing process.

This procedure shall serve to:

1. Provide Management Confidential employees with an objective and thorough review of their performance;
2. Provide employees with a basis for performance improvement and career growth;
3. Serve as a guide to assess and re-evaluate job functions and responsibilities;
4. Provide accountability to the stakeholders in the College and its success; and
5. Provide the College President with input in deciding on whether to continue a management confidential employee's appointment.

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**INSTRUCTIONS**

1. Periodically, per the Board of Trustees policy, the supervisor will prepare a preliminary evaluation report of each employee they oversee measuring progress in meeting the expectations of the position, professional and area goals, and other responsibilities that the employee has been assigned, since their last evaluation. In the event that there is concern regarding an employee's performance, an evaluation may be conducted in an effort to assess performance concerns and develop a plan to resolve issues identified.
2. The evaluation should reference evidence to support its conclusions in the form of supervisory notes, self-evaluation, other evaluative sources, along with other inputs from the campus community, where possible.
3. Upon completion, the supervisor and the employee will meet to discuss the preliminary evaluation and recommendations. This preliminary report will include a summary characterization of the employee's performance, such as "meets expectations" or "does not meet expectations." Commendable performance and/or areas in need of improvement should be identified.
4. Based upon the evaluative materials and information obtained during discussion with the employee, the evaluator will prepare a final evaluation which will include a summary of the employee's performance. A new performance program may be attached, as appropriate.
5. The employee may comment in writing on the evaluation.
6. A final, dated copy will be provided to the employee. The original written, dated and signed report is to be submitted to and retained by the Human Resources Director.

*NOTE: This page is not to be submitted with the completed Performance Evaluation.*

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**MANGAGEMENT CONFIDENTIAL EMPLOYEE  
PERFORMANCE EVALUATION  
YEAR: 2020 – 2021**

**Employee #** \_\_\_\_\_  
**Immediate Super** \_\_\_\_\_ **Depart** Administration \_\_\_\_\_  
**Rank and** \_\_\_\_\_

---

As appropriate, the performance of the employee is to be examined in view of the following criteria: *I. Professional Performance: A. Position Effectiveness, B. Department/Area Leadership (as applicable); II. Work with Students, Colleagues, and External Partners; III. Shared Governance; IV. Professional Development; and, V. Service to the Community (as applicable).* Other criteria as appropriate may also be considered.

The employee will be rated on a scale of NM (*does not meet*) to EE (*exceeds*). A description for each rating is provided below. Please take careful consideration when assessing the employee’s performance and use the Comments section to cite examples of each performance metric.

- EE – *Exceeds Expectations*: employee meets and often exceeds job requirements.
- ME – *Meets Expectations*: employee effectively meets all job requirements.
- AE – *Approaches Expectations*: employee minimally meets all job requirements.
- NM – *Does Not Meet Expectations*: employee does not meet minimum job requirements.
- NA – *Not Applicable*

**I. PROFESSIONAL PERFORMANCE**

**A. POSITION EFFECTIVENESS**

**Accountability** (*The degree to which the employee is responsible in their work, including regular communication with their supervisor, timely and regular attendance, and acknowledgement of successes and mistakes.*)

EE       ME       AE       NM       NA

**Comments** – (*cite examples*)

---

**Quality of Work** *(The extent to which the employee's work is accurate, thorough, consistent, clear, and of high merit.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Initiative/Work Ethic** *(The extent to which the employee effectively demonstrates initiative and commitment to seeing work completed in a thorough and timely manner; quality and quantity of work is consistent and in line with position expectations.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Position Knowledge** *(The extent to which the employee is current and accurate in knowledge and practices related to responsibilities of his/her position.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Initiative and Flexibility** *(The degree of skill in adjusting to changing conditions and work needs; the extent to which the employee develops ideas and works with supervisor and others to implement them; the ability to prioritize effectively in the face of shifting demands.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

---

**Communicates effectively** *(The degree to which the employee demonstrates, through multiple channels, effective communication that aligns with College's values of kindness, compassion, and transparency, with student, employees, administrative colleagues, Board of Trustees and external partners.)*

EE       ME       AE       NM       NA

**Comments** – *(cite examples)*

**Innovation and Creativity** *(The degree to which the employee effectively demonstrates innovative and creative responses to planning and operations in respective area.)*

EE       ME       AE       NM       NA

**Comments** – *(cite examples)*

**Integrity** *(The extent to which the employee acts with integrity which is demonstrated across work and interactions; this includes upholding standards for student and employee success, within scope of position.)*

EE       ME       AE       NM       NA

**Comments** – *(cite examples)*

---

**B. DEPARTMENTAL/AREA LEADERSHIP** – (to be completed on those with supervisory responsibilities only)

**Provides effective leadership for respective area** (The extent to which the supervisor demonstrates effective supervision: including planning and assigning projects, completion of annual evaluations of employees, providing support, training and guidance as needed, overseeing office/area functions effectively.)

EE       ME       AE       NM       NA

Comments – (cite examples)

**Fosters professional development of the members of their area** (The degree to which the supervisor demonstrates ongoing commitment to evaluation and professional growth of members of their area.)

EE       ME       AE       NM       NA

Comments – (cite examples)

**Planning effectiveness** (The degree to which the supervisor effectively assesses/evaluates, prepares for and executes plans for existing operations and future projects.)

EE       ME       AE       NM       NA

Comments – (cite examples)

---

**Budget Management** *(The degree to which the supervisor effectively develops and manages the budget they oversee, demonstrates fiscal prudence and makes decisions with understanding of budgetary impacts.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Effective Integration of Budget, Planning and Operations** *(The extent to which the supervisor effectively integrates budgeting, planning and operations with the College mission, vision, values, goals and priorities.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

## II. WORK WITH STUDENTS, COLLEAGUES, AND EXTERNAL PARTNERS

**Student Engagement** *(The degree to which the employee, within their position description, demonstrates initiative to engage with, support and guide students as part of an enriched student experience.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

---

**Customer Service** *(The extent to which the employee demonstrates empathy, understanding and effective assistance for students, community members and others who seek their help and looks for ways to be helpful above and beyond requirements of their position.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Professional Interactions** *(The degree to which the employee effectively demonstrates and maintains effective work relations, serves as good ambassador for the College, and effectively represents the College to students, external, county, education, and workforce partners/representatives.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Works Collaboratively with other campus offices/departments** *(The degree to which the employee effectively demonstrates ability to work with colleagues across departments, seeks interdepartmental input when assessing and responding to areas identified as problematic or needing change, and seeks out/encourages diverse positions and ideas to resolve problems.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*



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### III. SHARED GOVERNANCE EFFECTIVENESS

**Participation in Shared Governance** *(The extent to which the employee, regularly and reliably demonstrates commitment to and participation in shared governance.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Engagement of Shared Governance in Decision-making** *(The extent to which the employee, regularly and reliably demonstrates commitment to engagement of the shared governance system in decision-making.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

**Accountability to Shared Governance** *(The extent to which the employee, regularly, reliably and in a timely fashion reports to the College Senate, Board of Trustees and other elements of the shared governance system as required/expected in their position.)*

EE       ME       AE       NM       NA

Comments – *(cite examples)*

### IV. PROFESSIONAL DEVELOPMENT

**Initiative** *(The extent to which the employee effectively participates in professional development opportunities. This may include degrees earned, conferences attended/ presented, and certificates awarded, as well as remaining current and up to date in administrative area.)*

EE       ME       AE       NM       NA

---

Comments – (cite examples)

**Self-Reflection** (The extent to which the employee annually develops and evaluates his/her professional goals aligned with input from one’s supervisor as appropriate.)

EE       ME       AE       NM       NA

Comments – (cite examples)

**V. SERVICE TO THE COMMUNITY** (complete only as applicable)

EE       ME       AE       NM       NA

Comments – (cite examples)

---

**VI. ANNUAL PROFESSIONAL GOALS**

This section may be used to outline professional goals for the next performance evaluation period based on findings during this evaluation period. Professional performance goals are to be aligned with expectations of the position, professional growth opportunities and decided upon in consultation with one’s supervisor.

- 1.
- 2.
- 3.
- 4.
- 5.

---

**MANAGEMENT CONFIDENTIAL EMPLOYEES  
PERFORMANCE EVALUATION SUMMARY  
YEAR: 20<sub>XX</sub> – 20<sub>XX</sub>**

---

**OVERALL PERFORMANCE RATING**

- Exceeds Expectations    Meets Expectations    Approaches Expectations    Does Not Meet Expectations

An employee who seeks a review of an Overall Performance Rating of “Does Not Meet Expectations”, must inform, in writing, the immediate supervisor, and the Office of Human Resources within ten working days.

---

**EMPLOYEE COMMENTS (OPTIONAL):** (The employee should provide any comments needed in relation to instances referenced that may benefit from additional clarification. Attach additional pages as needed.)

[Click here to enter text.](#)

I have read this evaluation and discussed it with my immediate supervisor. My signature does not necessarily represent agreement.

\_\_\_\_\_

SIGNATURE OF EMPLOYEE

[Click to select a date.](#)

DATE

\_\_\_\_\_

SIGNATURE OF IMMEDIATE SUPERVISOR

[Click to select a date.](#)

DATE

---

For administrative use only

**Is this an evaluation that accompanies a recommendation for continuing or not continuing of an appointment?**

Yes

No

If yes, then the recommendation is:

Continuing            No action required.

Not continuing            Please notify Human Resources. An employee who is being recommended to *not continue* in their appointment has five (5) working days from the date of the area supervisor's signature to file a statement to the College President in response to this evaluation.

I endorse the recommendation noted above (*check yes or no and forward a copy of this summary to employee and immediate supervisor as appropriate*).

Yes

No

\_\_\_\_\_

SIGNATURE OF AREA SUPERVISOR

Click to select a date.

DATE

\_\_\_\_\_

SIGNATURE OF DIRECTOR OF HUMAN RESOURCES

Click to select a date.

DATE

DISTRIBUTION:

ORIGINAL:            OFFICIAL PERSONNEL FILE (HUMAN RESOURCES)

COPIES:              EMPLOYEE

IMMEDIATE SUPERVISOR

AREA SUPERVISOR

\* New York State's Governor's Office on Employee Relations is a valuable resource for information regarding management confidential staff. More information is available at: <https://goer.ny.gov/system/files/documents/2019/05/mc-handbook-052019.pdf>

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS Shared governance is a time-honored practice in higher education, and

WHEREAS the NCCC Board of Trustees has demonstrated support for shared governance at NCCC including codifying it as one of our core values, and

WHEREAS shared governance systems differ from institution to institution, and

WHEREAS the Shared Governance Working Group, a diverse and representative body established in 2017, developed a document entitled *Shared Governance at NCCC: Principles, College Constituency Groups, Processes and Procedures*, and

WHEREAS that document seeks to describe the NCCC shared governance system as well as the principles, processes and procedures that guide it, and

WHEREAS this document has been updated and then reviewed and endorsed by President's Council, the College Senate, NCCCAP, and the administration, and

WHEREAS the document and recommendation has been reviewed and is supported by the President and is recommended to the Board of Trustees for their endorsement,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby endorses the *Shared Governance at NCCC: Principles, College Constituency Groups, Processes and Procedures* and extends its thanks to the Shared Governance Working Group for its efforts.

MOTION:  
ACTION:  
Yeas:  
Nays:  
Abstentions:  
DATE:

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

Prepared by the Shared Governance Working Group  
Updated Fall 2020



## **Introduction**

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.

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:

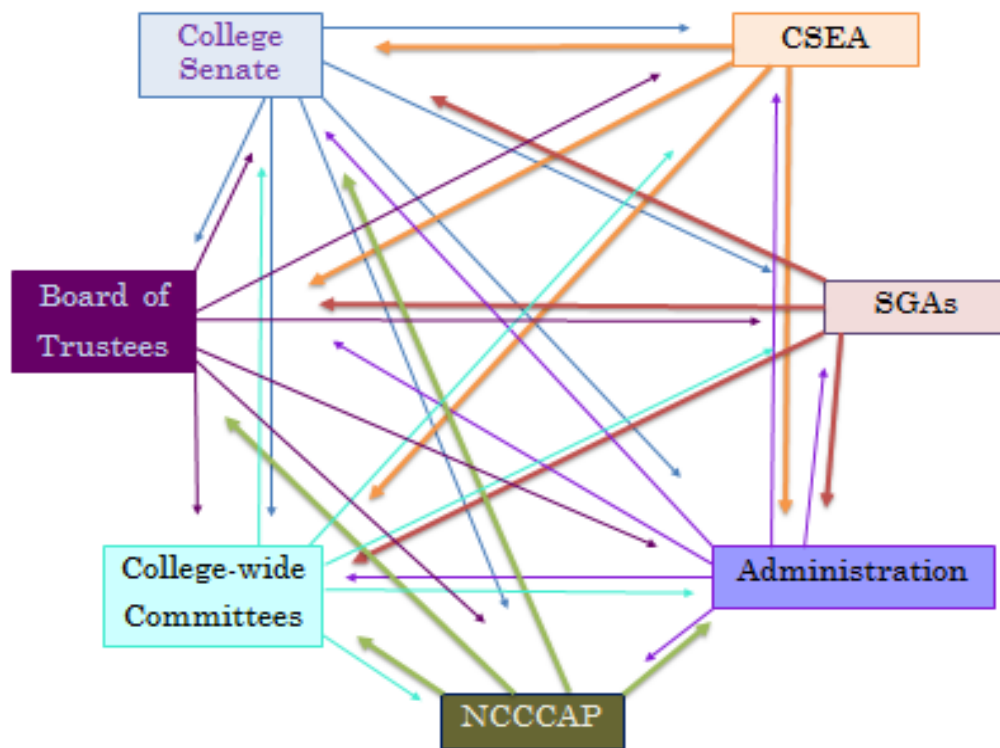
- Anything that merits a press release
  - Anything that involves physical movement of departments/programs, including adding new instructional sites
  - Anything that involves new construction
  - Anything that involves movement of more than \$50,000 from one budget category to another
  - The creation 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.

### Shared Governance Entities & Communication at NCCC



This next 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.

## **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.

## **Board of Trustees (BOT)**

Based upon New York State law, the BOT serves as the fiduciary agent of the College. The Board 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 a current policy, and substantive changes in curriculum. The Board's sole employee is the College President. The College President brings all items for action before the Board of Trustees (with exception of the President's contract and performance evaluation) in the form of recommendations.

The 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 Audit Committee; Personnel Committee; Enrollment Management Committee; Student Services and Student Life Committee; Finance, Security and Facilities Committee; and Academic Affairs, Programs and Policies Committee. The Board of Trustees periodically conducts a self-evaluation of its performance and sets goals based upon the results.

The Board of Trustees formally invites key College constituency groups to report out at Board meetings. 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 welcomed at Board meetings.

### **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 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.

### **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 Curriculum Committee is intended to have representatives from all academic departments. Those representatives 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.



In addition to this comprehensive curriculum vetting process, the College includes an additional step specific to proposals for new academic programs or programs recommended for deactivation or discontinuance. 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 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. 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.

### **External Stakeholders**

The following groups, while legally separate from the College, play key roles in the overall decision-making and communication processes for the College. They range from closely associated entities like the NCCC Association and NCCC Foundation to the local counties, the State University of New York (SUNY), the New York State Education Department (NYSED), and the Middle States Commission on Higher Education (MSCHE).

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. 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 Ticonderoga and Malone campuses, which it owns, as well as other real estate, and for facilitating both "friend-raising" and fund-raising 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.

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.

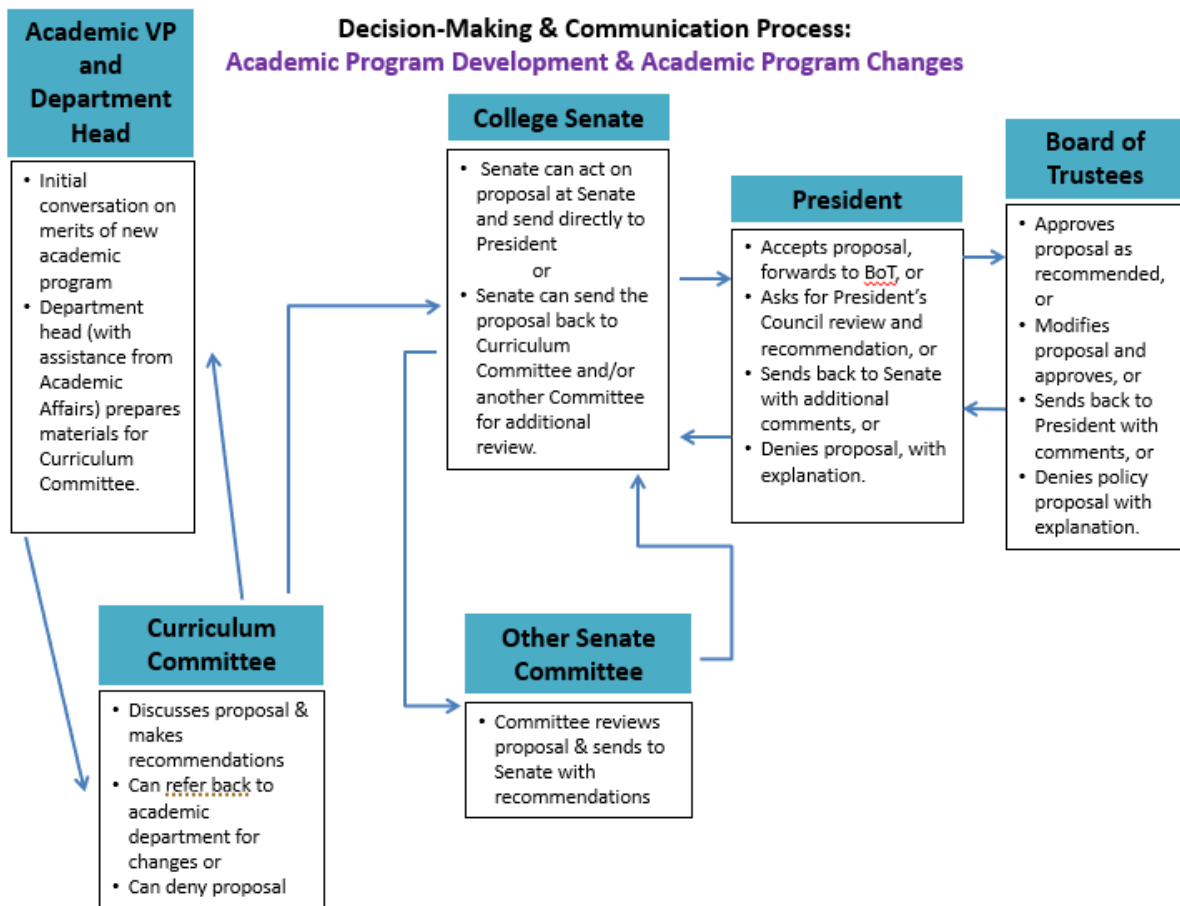
## Shared Governance

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

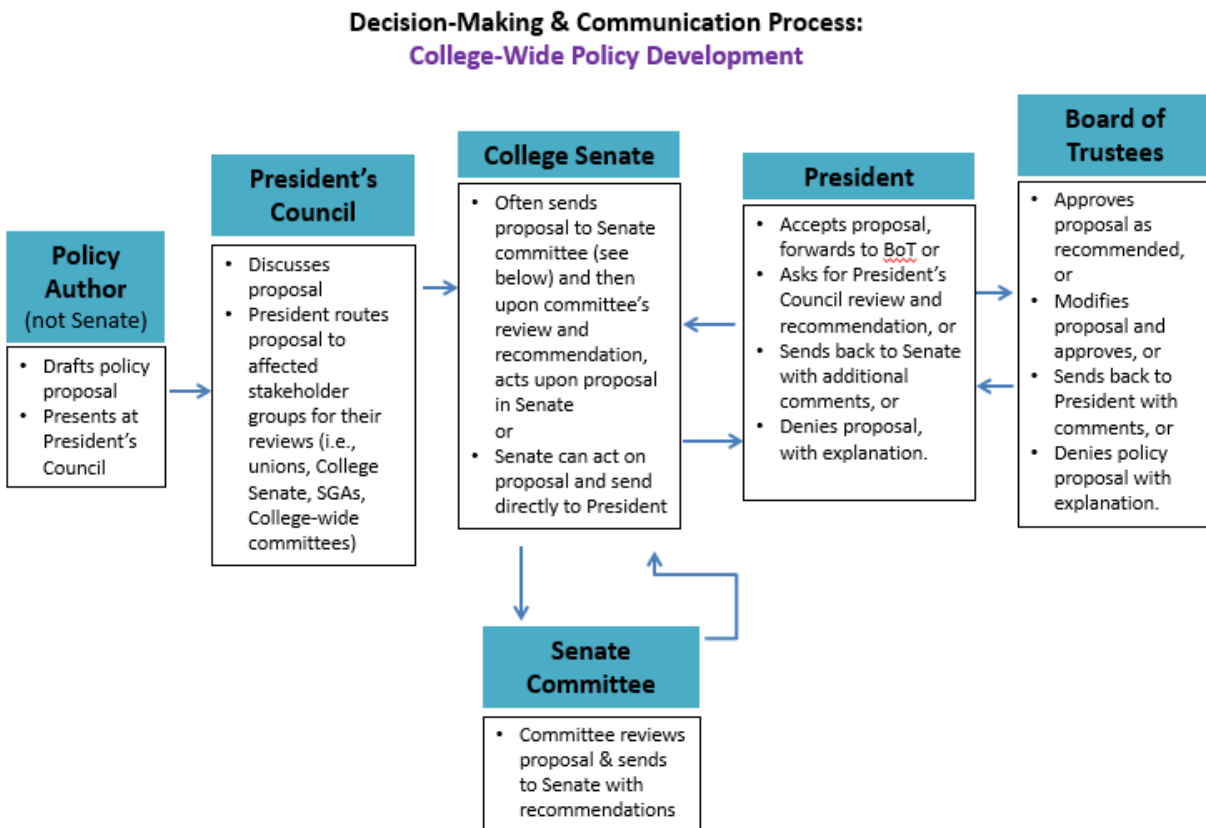
This first example maps out the development, review, and approval process for the creation of a new academic program,

**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.