



Board of Trustees Packet

May 25, 2023 | 11:00 a.m.

Saranac Lake Campus (HH105) and Zoom Access By Request

- I. Call to Order
- II. Approval April 28th, 2023 Minutes
- III. Liaison Reports
 - o College Senate
 - o NCCCAP
 - o CSEA
- IV. College Reports
 - o Board Chair
 - o Interim Vice President for Academic Affairs
 - o Vice President for Marketing & Enrollment Management
 - o Interim Chief Financial Officer
 - o Interim Associate Vice President of Student Affairs
 - o President
 - Resolution | Revised Sexual Harassment Prevention Policy
- V. Representative Reports
 - o NCCC Association
 - o 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.



Board of Trustees Meeting Minutes

Friday, April 28th, 2023 | 11:00am

Hybrid Meeting: HH-105, TI-210, & Zoom

Board Members Present: Steve Reed, Pete Suttmeier, Sam Weeks, Donna Wadsworth, Mary Irene Lee, Mark Moeller, and Todd LaPage

Excused: Dan Kelleher

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Erik Harvey, Sarah Maroun, Kim Irland, Kyle Johnston, Chris Knight, Erin Walkow, Scott Harwood, Dave Merrick, and Allison Warner. Other members of the campus community joined as well.

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

Oath of Office

Todd LaPage was sworn in as a NCCC Board of Trustee member.

- This is a Franklin County appointment, filling the vacancy left by Jerry Griffin's resignation and will run through June 30, 2025
- Brian Pelkey served as notary for Todd LaPage's signature.
- Todd introduced himself to the Board, and members of the college, and was warmly welcomed by all.

Minutes

Mary Irene Lee made the motion to accept the March 24th, 2023, meeting minutes. Pete Suttmeier seconded the motion. The March 24th, 2023, meeting minutes were unanimously approved (7-0-0).

College Senate

Allison Warner reported:

- The Senate passed a resolution on Academic Freedom proposed by the Faculty Council of Community Colleges (FCCC), and several policies that are on the Board's docket today.

NCCCAP

No report.

CSEA

No report.

Board Chair Report

Steve Reed reported:

- The recent visit with Chancellor King was outstanding. Members of the College shared with the Chancellor the hurdle of getting government-appointed members of the board. He reported that he will investigate the delay.

Interim Vice President for Academic Affairs

Sarah Maroun added to her written report:

- Number of successful advisory boards. Great input from community members and businesses.

- The College's SUNY Program Reviewer noted the Cybersecurity program is moving to NYS Dept. of Education today for their review. The program is anticipated to run in the Fall 2023 semester. Marketing and advertising are prepared to run once we get the final approval to move forward with the program.
- Members of the Board discussed the new format of the board meetings and submission of department reports.

Vice President for Marketing and Enrollment Management

Kyle Johnston added to his written report:

- Career Fairs
 - The recent Career Fair held on the Ticonderoga campus was successful. Thanks were extended to Selina and Portia for their efforts. Reports showed that 75% of job seekers in attendance applied for work. Plans are being arranged to hold this fair regularly.
 - The Career Fair on the Malone campus is slated for next week.
 - Both fairs offer potential networking for the college and area businesses.
- Kyle announced 15K grant was approved for the College. These awarded monies will go towards the College's Strategic Enrollment Management (SEM) Plan initiatives.
- The updated SEM Plan presentation to the college community is planned for May 5th 3pm. All are welcome to attend.
- Members of the Board discussed how enrollment can track interest in programs and potential initiatives. Kyle shared examples of tracking and how they respond to web traffic and program interest and how it is tied to applications and student interest. Tracks after campaigns, landing pages and other customized reports are compiled and reviewed per event.

*Members of the board discussed attendance for College Senate for May 12th at 1:30 p.m. Pete Suttmeier volunteered to attend the May meeting.

Interim CFO:

Erik Harvey added to his report:

- Members of the board welcomed Erik back.
- Erik highlighted the shared financial statements and college-bridge proposal.
- He shared the movement on government funding, and the \$300K match for several upgrades to the campuses. He voiced how these upgrades are targeted to improve the numbers of the fund balance.
- A brief overview of the forecast, and the current trends when compared to area community colleges, was shared.
- Erik reported that Joes efforts towards securing county advocacy has been going well.
- Findings for the 5-year projection were briefly shared.
- This year's Audit Committee meeting will be scheduled soon.
- Erik thanked Brian, and the entire Administrative Team, for their support and operations during his absence.
- Members of the board discussed Erik's report as it was presented. Additionally, they spoke of the stability of the Second chance Pell grant.
- A member of the public commented on enrollment in the area high schools.

Board moved to approve the following resolutions:

- Mark Moeller made a motion to the floor that the North Country Community College approves the February 2023 financials are approved as they were shared and presented. Pete Suttmeier seconded the motion. The motion was unanimously approved (7-0-0).
- Mary Irene Lee made a motion to the floor that the North Country Community College approves the February 2023 financials are approved as they were shared and presented. Pete Suttmeier seconded the motion. The motion was unanimously approved (7-0-0).
- Pete Suttmeier made a motion that the North Country Community College Board of Trustees hereby

approves the increase in College Bridge tuition by \$15/course effective with the start of the 2023-24 academic year. Mark Moeller seconded the motion.

- Members of the board discussed the proposed increase and how it compares to area colleges offering the same courses.
- The motion was unanimously approved (7-0-0).

Associate Vice President of Student Affairs

Kim Irland added to her written report:

- The Student Awards Ceremony will be held virtually on Friday, May 19th, 2023, at 4 p.m.
 - All are invited to attend.

President:

Joe Keegan added to his report:

- Welcomed Todd LaPage to the NCCC Board and College community.
- Thanked the Board for their ongoing support of the college.
- Thanks were extended to the Board for hosting Chancellor King during his visit last month. Joe shared he was impressed with the positive experience, and college wide and community attendance.
 - Both Assemblyman Billy Jones and Essex County Supervisor Joe Pete Wilson were in attendance showing support of the College.
- Both Program and Campus Advisory Boards held in March and April were successful.
 - Joe thanked Mary Irene, Donna Wadsworth, Pete Suttmeier, and Todd LaPage for their attendance at the Campus Advisory Board meetings.
 - Members of the board shared what they learned while meeting with the area community members, and the great opportunities these sessions provided.
- Joe reported Governor Hochul came to agreement with Assembly and Senate for 2023-2024 proposed budget. A report on how this agreement affects NCCC budget is anticipated next week.
- Joe shared enrollment data showing 167 students registered to date. There is still a heavy push, and work in progress, to continue to encourage students to enroll.
 - New students are being registered for the fall 2023 session.
- Joe explained to the Board the process of policy reviews, updates, proposals for new ones.

Board moved to approve the following resolutions:

- Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves the updated Vehicle Parking Policy. Pete Suttmeier seconded the motion. The motion was unanimously approved (7-0-0).
- Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves the updated Sexual Harassment Policy. Pete Suttmeier seconded the motion.
 - Members of the Board discussed the policy as it was shared in the report. Pete Suttmeier made a motion to table the policy approval until it is investigated on how it would apply to student and faculty interaction. Mary Irene seconded the motion. The motion was unanimously approved (7-0-0).
- Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves the updated Procuring and Contracting Policy. Pete Suttmeier seconded the motion. The motion was unanimously approved (7-0-0).
- Mary Irene Lee made a motion that the North Country Community College Board of Trustees hereby approves the Workplace Violence Prevention Policy. Pete Suttmeier seconded the motion.
 - Members of the board discussed the policy as it was presented.
 - The motion was unanimously approved (7-0-0).
- Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves the Chosen Name and Gender Identity Policy. Pete Suttmeier seconded the motion.
 - Members of the board discussed the policy as it was presented, and how it can be enforced.
 - The motion was unanimously approved (7-0-0). Mark/Pete

NCCC Association:

No report.

NCCC Foundation:

Erin Walkow reported:

- The lapsed appeal sent in mid-March has raised enough for three additional scholarships and had 34% response rate.
- Working with Chad LaDue on a targeted campaign to the 2017 Hall of Fame inductees to solicit funds to purchase a new scorer's tower and scoreboard with streaming capabilities for the Sparks field. .
- As part of the ongoing alumni engagement strategy, Erin will be reaching out to our nursing alumni during Nurses Appreciation Week which begins May 6th, 2023. She will share with them news regarding the upgrades to the nursing labs.
- She will be submitting requests to the Lake Placid Education Foundation and the Fieldstone Foundation for support for the Opportunity Scholarship. Erin is also working with Kathleen Dowd in the Human Services Program to submit a request to Franklin and Essex Counties for student scholarships from the Opioid Settlement Dollars.
- At the last meeting, the Board requested information on the Foundation's investment policy. Erin reported assets are invested in 58% equities, 36% fixed income, and 6% cash alternatives. These are targeted for moderate growth and income strategy.
- As of Monday, the Foundation has raised \$111,000 compared to \$41,000 last year, showing an increase of \$70,000. This includes \$22,000 for the Opportunity Scholarship, \$45,000 from LEAF and a \$20,000 grant from the Adirondack Foundation Generous Acts Fund and Birth to Three Alliance to support the implementation of the Child Development Associate Certificate set to launch this summer.

Old Business

None

New Business

None

Public Comment

None

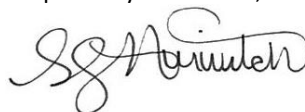
Executive Session

Pete Suttmeier made the motion to enter Executive Session 12:20 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Mark Moeller seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan was invited to attend the meeting at 12:20 p.m.

Adjourn

Pete Suttmeier made a motion to adjourn the meeting. Mark Moeller seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:00 p.m.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary, NCCC Board of Trustees

PENDING APPROVAL | 05/25/2023

Motion:

Second:

Action:



**Interim VPAA Report to the
Board of Trustees**

May 24, 2023

Please find the following report from the Academic Area.

Academic Planning, Programs and Policies:

Summer and Fall 2023 Planning:

Summer and fall registrations are underway for all students, new and continuing. We are piloting a new system for the first-semester scheduling process. The Enrollment and Records offices will complete the initial registration process over the summer. Students will be assigned to an academic advisor within their respective programs to begin the fall semester. We hope this allows for more continuity during the student's initial intake process. After fall registration is complete, we will assess the process moving forward. Thank you to all the departments involved in making these changes.

General Education Requirements: Transfer program (all AA/AS programs) changes align with SUNY and Middle States have moved through the curricular change and shared governance processes. This will put us in compliance with SUNY and Middle States requirements.

Program Approvals: All pending programs are now at the New York State Education department. We will update the College community as we hear more information from NYSED.

Pending Approvals

- **AS Cybersecurity and Digital Forensics with Herkimer College. SUNY has moved this proposal on to the New York State Education Dept.**
- **AAS Chemical Dependency Counseling (Distance Learning format--95% online) SUNY has moved this proposal on to the New York State Education Dept.**
- **Expansion of AAS Nursing Program (additional 32 students—January 2024 target start date). SUNY has moved this proposal on to the New York State Education Dept.**

North Country Navigator Program: As part of the retention efforts under the Strategic Enrollment Management plan, we are piloting a peer/faculty/staff mentoring program for new students. We are currently interviewing applicants with training to begin in July. This will allow us to pair all new students with a mentor who will contact students from their time of registration through to graduation. We anticipate that this additional support structure will help students navigate all of the challenges associated with starting college.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President of Marketing & Enrollment

Report to the Board of Trustees

Created May 23, 2023

Enrollment and Financial Aid Updates:

- **Major project updates:**
 - **SEM PLAN PROJECT:** We conducted a SEM Plan Update Presentation on May 5th that was fairly well attended, and we provided a recording for the rest of the college community. I felt that the goal area leads did a fabulous job of outlining what had already been accomplished, what is currently in planning, and what is coming this summer. We have quite a few events planned now through August and there are separate teams tackling each of the events. Also, a small group of us will be attending and presenting the highlights from our plan at the grant-funded AACRAO/SEM Conference in early June. We will specifically be sharing our new “Scholarships-4-Everyone” program as well as the new “North Country Navigator” mentoring program.
 - **SLATE CRM (Customer Relationship Management):** We have continued to utilize Slate to help promote and take registrations for our non-credit college offerings. Additionally, we have started to build out our scholarship applications utilizing the system to make awarding quicker and more seamless and to help to communicate back n forth with students. This work is happening just in time for the launch of our upcoming scholarship campaign.
 - **North Country Navigator:** The SEM Plan Goal Areas 7-9 team has been meeting regularly to map out the details for this new project. We have been pleasantly surprised at the number of students and employees that have applied to be mentors (North Country Navigators) for this upcoming year and Sarah M and Kim have already conducted most of the interviews for the applicants. The plan is to identify at least 15 individuals to help with this initiative and trainings will be provided in July.
- **The Enrollment Team:** Application volume for the Fall semester has been hovering right around +100 over the past month and we hope to maintain that throughout the summer. The Admissions Office in collaboration with the Registrar’s Office have been utilizing our new advising/registration process to get our incoming students advised and registered in a more-timely manner. The Pre-Registration Questionnaire helps students choose their path towards registration through email, phone, or in-person sessions. We have already had about 200 students flow through this new process and we have recently opened additional appointment opportunities for students throughout the summer.
- **The Financial Aid Team:** Our Mary Ellen Chamberlain was recently elected to serve as a member of the Tupper Lake School District’s School Board. We are very proud of this accomplishment for her and her experience working with students to achieve their educational goals will be a great benefit to them.

Marketing and Web Updates:

- The Instant Admission & Registration Events ran quite well this past month and we have now decided to make this an ongoing promotion that will run all summer long. The marketing will be tweaked and re-launched in early June to help promote appointment availability to students.
- Our programmatic marketing campaign continued this month by featuring our Environmental Science, Environmental Studies, and Wilderness Recreation Leadership programs and we will switch over to our Business Area Programs for the month of June. July promotions are still TBD.
- This week we are launching our brand new scholarship campaign that brings all of our scholarship and grant-funded opportunities together under one umbrella. “Scholarships-4-Everyone” will be shared next month.

CONGRATULATIONS
TO THE HIGH SCHOOL GRADUATES OF THE
CLASS OF 2023!



NORTH COUNTRY
COMMUNITY
COLLEGE
THE STATE UNIVERSITY OF NEW YORK

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★ Favorites · April 21 at 1:32 PM · 🌐

Interested in a career in childcare and education? Enroll in North Country's Child Development Associate course and learn the fundamentals of child growth and development. Earn 120 hours toward applying for your CDA credential. Scholarships are available.



**EARN YOUR
CHILD
DEVELOPMENT
ASSOCIATE
CREDENTIAL**

NCCC EVERY TUESDAY
MAY 30 TO AUG. 14, 6-8 PM
SARANAC LAKE, MALONE & TICONDEROGA
IN PERSON AND ONLINE

NCCC.EDU
Child Development Associate
Child Development Associate [Learn more](#)

NC North Country Community College
★ Favorites · May 4 at 11:02 AM · 🌐

We are hosting information sessions on our summer software engineering bootcamp with UpNCoding: May 4 and May 16. Register now and learn more!
<https://bit.ly/42pMuJK>



UpNCoding

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Fall Registration:

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Are you ready to reach higher? North Country is still taking applications and enrolling students for the upcoming Fall semester!



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SEMESTER
2023
LET'S GET STARTED

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Apply Now for Fall
Reach Higher at NCCC [Learn more](#)

NC North Country Community College
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North Country is still taking applications and enrolling students for Fall in-person, online and hybrid classes. Check out the programs offered and apply today!



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Fall 2023 Application Volume

Generated on 05/22/2023 at 10:07:08 AM ET

Application Categories

Metric	Fall 2023 Applications	Fall 2022 Applications
Applications (total)	1236	1142
Incomplete Applications	311	
Decided	722	604
Applications Under Review (Competitive Admission ...	98	
Withdrawn Applications	105	

Admissions Decisions

Metric	Fall 2023 Applications	Fall 2022 Applications
Decided Applications (total)	722	
Accepted Students	708	
Standby Queue (PN, RAD, ADN)	13	
Denial	1	

Yield (Intent to Enroll)

Metric	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	331	325
Admitted: Declined Enrollment	48	45

**North Country Community College
Interim CFO's Report to the Board of Trustees
May 25, 2023**

Greetings,

As always, I hope this report finds you well. In this month's report **I am asking the board for approval of 1) the financial statements for the month ending April 30, 2023, and 2) the 2023-24 Operating and Capital budgets.** I will also provide the 5-year financial projection analysis including the latest 2022-23 forecast and 2023-24 budget. The budget includes new initiatives and assumes expense reductions related to rightsizing college operational expenses to the new enrollment level. You'll see a substantial improvement in solvency, but the college recognizes there is more work to be done to stabilize the fund balance.

Financial Statements April 2023 *(for review and approval)*

- The \$425K decrease in cash is primarily related to the college being able to pay off student receivables in the prior year using HEERF funding. It is also impacted by paying the Association earlier this year than past years for room, meals, and book invoicing to students.
- The \$502K increase in Accounts Receivable-Students is again due to the prior year one-time write down of student amounts owed with HEERF funding.
- The \$416K increase in Due From Governments is the DASNY amounts owed to the college related to recouping 50% of the distance learning technology spends earlier in the pandemic. These funds were received in early May.
- The \$216K decrease in Payroll and Benefits Liabilities is related to paying the May medical premium in April in the current year but not the prior year. If this happened at year-end, the amounts would be reclassified to pre-paid expenses.
- The \$283K reduction in Due to the Association is related to the college paying the Association earlier this year for college invoicing to students on the Association behalf for room, meals, and books. Payments were made to the Association earlier this year to help alleviate cash flow concerns of the Association.

22-23 Forecast

- Enrollment full year projections
 - Please note that in-state declines are being offset by the other revenue streams vs. PY and partially offset by 2nd Chance Pell vs. the budget.
 - Projected total FTE of 902 is 26 or 3% more than prior year but 43 or 5% less than budget.
 - Projected in state FTE of 484 is 26 or 5% less than prior year and 45 or 9% less than budget.
 - Projected out-of-state FTE of 46 is 7 or 19% more than prior year and 1 or 3% more than budget.
 - Total In/Out FTE of 531 is 18 or 3% less than prior year and 44 or 8% less than budget.
 - Projected Bridge FTE of 238 is 15 or 7% more than prior year but 12 or 5% less than budget.
 - Projected 2nd Chance Pell FTE of 133 is 29 or 28% more than prior year and 13 or 11% more than budget.

- Revenue full year projection - \$580K or 4% better than budget
 - Worse than Budget*
 - \$163K - Loss of tuition and fee related revenue vs. budget due to enrollment declines.
 - \$86K - Reduction of NYS rental aid and aid to small colleges.
 - Better than Budget*
 - \$510K - HEERF lost revenue that became available by recouping DASNY matching funds related to previously purchased Distance Learning Technologies. The DASNY matching funds allowed the college to use the previously spent HEERF monies on lost revenue in 22-23.
 - \$271K - Increase in approved chargeback rate charged to other counties. This also includes \$45K in 2nd Chance Pell chargebacks for which the college has not billed out in previous years.
 - \$25K - Increase for reduction of 2nd Chance Pell bad debt to \$0. The college hasn't seen any bad debt for this program in a few years.
 - \$23K - increase in investment income due to higher interest rates and leveraging a money market account for operational funds.

- Expense full year projection – \$169K or 1% better than budget
 - Worse than Budget*
 - \$39K - Information Technology costs are higher than budget as the college continues to invest in technology to better serve students and create efficiencies, anticipating staff reductions to balance the budget.
 - \$34K - Professional Services are worse primarily due to an unanticipated spend with Great Range, LLC to create marketing videos/photos, etc., an unanticipated spend with Niche.com to increase enrollment, and more in-person student recruiting than anticipated.
 - \$24K - Maintenance costs were higher than budget due to unanticipated repairs to the Malone roof, Malone compressor replacement, Ticonderoga boiler issues, and a Saranac Lake fire panel replacement.
 - \$11K - Property and Liability Insurance increase was anticipated after budget was locked due to a revaluation of properties and auto collisions, as well as cyber security premium increases.
 - Better than Budget*
 - \$75K - Scholarships are better as the Hodson scholarship was accidentally budgeted too high since it is no longer used to supplement the elimination of the Adirondack scholarship for returning students, the Franklin scholarship is under budget, and concurrent enrollment is currently projected to be slightly under budget thus won't need as many scholarships.
 - \$45K - Health Insurance increase was realized but not quite at the level budgeted.
 - \$45K - The retirement provision for anticipated increases was not needed.
 - \$26K - Library and Instructional Supplies are consistent with the prior year.
 - \$26K - Miscellaneous which includes bank charges, catering, professional development, etc.
 - \$13K - Office and General Supplies as spend is consistent with prior year.
 - \$11K - Facility Leases are better than budget as the college stopped renting out bowling alleys for bowling courses and YMCA space for yoga to support instruction.
 - \$10K - Utilities in the fall and winter were higher than expected but the spring costs were better than expected and are trending to be slightly under budget full year.
 - \$9K - Tuition Waivers were less than budget offset some by unemployment costs that were not anticipated in the budget.
 - \$9K - Regular Salaries are better than budget primarily due to open positions not being filled in nursing and facilities, but those savings are partially offset by Part-Time, Adjunct, and Overload salaries being higher than budget. Part-Time salaries are higher due to a shift in a Ticonderoga laborer moving from full time to part time. Both Adjunct and Overload salary categories are less than prior year but more than budgeted.
 - \$8K - Travel is picking up to support instruction but still slightly under budget.

- The full year deficit is currently projected to be \$438K, and the fund balance would finish August 31, 2023, at \$5.7 million or 37% of 22-23 net operating costs.

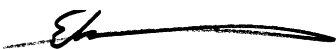
23-24 Budget

- Enrollment full year projections
 - Projected total FTE of 951 is 50 or 6% more than the 2022-23 forecast.
 - Projected in state FTE of 501 is 17 or 4% more than the 2022-23 forecast, including new initiatives.
 - Projected out-of-state FTE of 50 is 4 or 8% more than the 2022-23 forecast.
 - Total In/Out FTE of 551 is 21 or 4% more than the 2022-23 forecast.
 - Projected Bridge FTE of 250 is 12 or 5% more than the 2022-23 forecast.
 - Projected 2nd Chance Pell FTE of 150 is 17 or 13% more than the 2022-23 forecast.
- Please see enclosed 23-24 Budget Executive Summary for details.

2022-27 5-Year Projections

- **Baseline Assumptions**
 - In State projections based on historical trends. 23-24 assumed a drop of 7.5% and 24-27 assumed a drop of 5-6% year over year.
 - Out of State, Concurrent enrollment (bridge students), and the Pell prison program bounce back to normal pre-pandemic levels 23-27.
 - 2% Tuition increase year over year 2024-27. Tuition was frozen from 20-24. (Every 1% increase = \$30K revenue).
 - County aid is assumed to be flat. The college is negotiating an increase of county support.
 - NYS base aid includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-26. North Country enjoys the floor rule at present time.
 - Salaries include a \$190K increase per year for contractual labor increases. Adjunct and Overload are reduced for process changes and program deactivations.
 - Benefits assume a 3% increase per year primarily for Health Insurance.
 - Non-personnel costs assume a 1.5% increase per year to cover rent escalations and rising technology costs.
 - Starting in July 2025, the NCCC Foundation bonds will mature, and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.
 - Baseline projections with no strategic actions to balance the budget would exhaust the fund balance in 2026-27.
- **New Initiatives**
 - New initiatives are assumed to be In-State students and are projected to yield \$2.6 million in revenue over the next five years 2022-27.
 - You can see the transformation of the college replacing the historical annual loss of in state FTE with new initiatives and offerings. In 2026-27 normal in state FTE drops by 98 vs. 2022-23 and is replaced by 127 new initiative FTE. You can find an AAFTE breakdown by new initiative in the 5-year financial projection analysis.
- **Expense Reductions**
 - Currently the college has identified \$690K in savings per year or \$2.8 million over the next four years 2023-27. The details of these savings can be found in the document titled “Presidential Response to 8.2 Committee RE: 2022-23 Retrenchment Plan – Final Version”.
 - The college continues to work on expense reduction levers in the event enrollment is not as expected in FA23 as further options to balance the budget.
 - The college will be guided by the plan for a sustainable future and the strategic plan when formulating any further expense reductions.

Kind regards,



Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of April 30, 2023

SUBMITTED TO THE BOARD OF TRUSTEES

May 25, 2023

Presented by
ERIK HARVEY
Interim CFO

North Country Community College Balance Sheet APRIL 30, 2023			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 5,851,490	\$ 6,276,148	\$ (424,658)
Accounts Receivable-Students	942,800	441,026	501,774
Due From NCCC Association	58,873	61,880	(3,007)
Due From NCCC Foundation (Contributions)	927,354	860,425	66,929
Due From Other Funds	366,323	425,591	(59,268)
Due From Governments (State & Fed Fin Aid)	474,154	57,951	416,202
Prepaid Expenses	113,374	42,900	70,474
Total Assets	\$ 8,734,367	\$ 8,165,920	\$ 568,446
Liabilities			
Accounts Payable	\$ 51,582	\$ (6,542)	\$ 58,124
Payroll & Benefits Liabilities	(194,308)	21,775	(216,083)
Due to NCCC Association (Room, Meals, Books)	176,774	460,173	(283,399)
Due to NCCC Foundation (Rent)	190,903	180,027	10,876
Due to Other Funds	80	160	(80)
Due to Retirement	226,174	164,174	62,000
Compensated Absences	276,895	269,208	7,687
Other Liabilities	315,643	336,282	(20,639)
Total Liabilities	\$ 1,043,743	\$ 1,425,257	\$ (381,515)
Month End Equity	\$ 7,690,624	\$ 6,740,663	
Total Liabilities & Equity	\$ 8,734,367	\$ 8,165,920	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/22	\$ 6,170,216		
Estimated 22-23 Surplus (Deficit)	\$ (438,126)		
Projected Fund Balance as of 09/01/23 ¹	\$ 5,732,090		
Projected Fund Balance as a % of NOC	37%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$14,876,190.			

North Country Community College Revenues & Expenditures APRIL 30, 2023				
	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,364,492	\$ 4,902,756	\$ (461,736)	91%
Sponsors' Contribution	2,380,000	1,578,333	(801,667)	66%
Chargebacks	725,000	858,643	133,643	118%
Out-of-State Tuition	356,400	328,153	(28,247)	92%
State Aid	4,090,485	3,026,986	(1,063,499)	74%
HEERF Revenue Loss Claims	-	338,120	338,120	NA
Contributions	1,200,428	816,599	(383,829)	68%
Total Revenues	\$ 14,116,804	\$ 11,849,590	\$ (2,267,215)	84%
Expenditures				
Salaries	\$ 7,242,413	\$ 4,830,402	\$ 2,412,012	67%
Payroll Taxes	554,045	345,025	209,020	62%
Medical	2,124,575	1,365,211	759,364	64%
Retirement	716,545	428,616	287,929	60%
Other	114,564	125,399	(10,835)	109%
Equipment	24,450	18,958	5,492	78%
Facility Leases	1,629,403	1,080,864	548,539	66%
Utilities	464,000	349,097	114,903	75%
Maintenance	161,025	155,908	5,117	97%
Office & General Supplies	56,085	26,337	29,748	47%
Advertising	184,200	84,084	100,116	46%
Professional Services	103,600	111,846	(8,246)	108%
Information Technology	475,000	457,920	17,080	96%
Library & Instructional Supplies	313,140	95,656	217,484	31%
Scholarships	743,192	654,093	89,100	88%
Travel	64,716	31,401	33,315	49%
Property & Liability Ins.	149,000	85,351	63,649	57%
Miscellaneous	184,580	206,157	(21,577)	112%
Total Expenditures	\$ 15,304,533	\$ 10,452,322	\$ 4,852,211	68%
Operating Surplus (Deficit)	\$ (1,187,729)	\$ 1,397,268	\$ 2,584,997	-218%
Non-Operating Activity	-	123,141	123,141	NA
Total Fund Surplus (Deficit)	\$ (1,187,729)	\$ 1,520,409	\$ 2,708,138	-228%



North Country Community College

Sponsored by Franklin and Essex Counties

22-23 MAY OPERATING FORECAST

SUBMITTED TO THE BOARD OF TRUSTEES

May 25, 2023

Presented by
ERIK HARVEY
Interim CFO

2022-23 May Forecast
For the year ending August 31, 2023

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	530	484	(45)	-9%
Out of State	45	46	1	3%
In/Out of State FTE	575	531	(44)	-8%
Concurrent Enrollment	250	238	(12)	-5%
Core Operating FTE	825	769	(56)	-7%
Pell Prison Program	120	133	13	11%
Total FTE	945	902	(43)	-5%

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 4,769	\$ 4,697	\$ (72)	-2%
Fees	1,077	986	(91)	-8%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	725	996	271	37%
State Aid	4,090	4,005	(86)	-2%
HEERF Revenue Loss Claims	-	510	510	NA
Contributions & Other Income	1,200	1,223	23	2%
Reserve for Bad Debt	(125)	(100)	25	-20%
Total Revenues	14,117	14,697	580	4%
Expenditures				
Salaries	7,242	7,231	(11)	0%
Payroll Taxes	522	524	2	0%
Medical	2,096	2,051	(45)	-2%
Retirement	699	654	(45)	-6%
Other	193	184	(9)	-4%
Equipment	24	23	(1)	-5%
Facility Leases	1,629	1,619	(11)	-1%
Utilities	464	454	(10)	-2%
Maintenance	161	185	24	15%
Office & General Supplies	56	43	(13)	-23%
Advertising	184	184	(0)	0%
Professional Services	104	138	34	33%
Information Technology	475	514	39	8%
Library & Instructional Supplies	181	155	(26)	-14%
Scholarships	743	668	(75)	-10%
Travel	52	44	(8)	-15%
Property & Liability Ins.	149	160	11	7%
Miscellaneous	330	304	(26)	-8%
Total Expenditures	15,305	15,135	(169)	-1%
Unrestricted Fund Surplus / (Deficit)	\$ (1,188)	\$ (438)	\$ 750	63%
Non-Operating	-	-	-	NA
Total Fund Surplus (Deficit):	\$ (1,188)	\$ (438)	\$ 750	-63%



North Country Community College

Sponsored by Franklin and Essex Counties

23-24 BUDGET EXECUTIVE SUMMARY

23-24 OPERATING BUDGET

23-24 CAPITAL BUDGET

NOTATIONS

SUBMITTED TO THE BOARD OF TRUSTEES

May 25, 2023

Presented by
ERIK HARVEY
Interim CFO

2023-24 BUDGET EXECUTIVE SUMMARY

North Country Community College presents a \$14,956,472 budget to support operations and a \$300,000 capital budget for the 23-24 academic year.

Total enrollment is assumed to be 951 AAFTE, which is 50 or 6% more than 22-23. Core enrollment is 801 AAFTE with the Second Chance Pell prison program adding another 150 AAFTE.

NCCC is anticipating In and Out of state enrollment of 551 AAFTE to be 21 or 4% more than 22-23. The first assumption is that out of state enrollment will be flat to prior year which is back to the pre-pandemic level. The second assumption is a reduction of in state enrollment by 7.5% vs. Fall 22. Albeit early, incoming registrations for core programming for the Fall 23 semester are currently 7.5% less than Fall 22 at the same point in time as of mid to late May. This is consistent with the trend experienced over the past decade. Lastly, conservative assumptions around planned expansion are layered on top. The expansion is related to several new initiatives 1) PN/ADN & Rad Tech course capacities being increased to pre-pandemic levels, 2) maintaining a modest Akwesasne student population increase, 3) the AEMT/EMT course offering ramping up, 4) maintaining the AA Lib Arts – Early Childhood Ed pathway momentum, 5) a Nursing program expansion starting in January 2024, 6) the workforce development position coming online, and 7) new offerings related to entrepreneurship, healthcare administration, digital design and advertising, and teaching assistant certifications. The College Bridge and Second Chance Pell prison programs are assumed to be back to pre-pandemic levels.

The 23-24 budget reflects a \$432K or 3% revenue decrease and a \$179K or 1% decrease in spending over the 22-23 forecast thus generating a neutral budget after transferring \$691K from the unrestricted fund balance.

The decline in revenue vs 22-23 is primarily related to HEERF lost revenue claims the college was able to make in 22-23, but not available or budgeted for in 23-24. The HEERF act monies are now exhausted and can no longer be used to cover lost revenue. Tuition and Fees are expected to increase by \$297K or 5% vs 22-23 but will be partially offset by a lower chargeback rate reducing charges to other counties and a reduction in rental aid from NYS. For the third year in a row, tuition and fees were frozen in 23-24, heading to calls that higher education costs in New York State are too high for students.

The college is still operating under caution. Although most of the pandemic related uncertainty has alleviated, sentiment towards higher education remains low and creates a barrier to enrollment rebound. The budget assumes very little discretionary spending and no investments in any new initiatives unless they are expected to deliver an immediate return. The open VP of Administration and Associate Dean of Academics will remain vacant and not be filled at this time. Most staff departures due to attrition are not being back filled; where backfills are occurring, related cost reduction actions are being explored. Casual labor pools are being reduced due to process efficiencies and lower student enrollments. The budget does avoid an institution wide reduction in force or cutting of NCCC's biggest asset, its people. Fewer scholarship funds will be needed in 23-24 for college bridge students as the college approved increasing college bridge tuition from \$60/course to \$75/course. The college practice is to invoice tuition at list price and reduce the amounts to the per course rate with scholarships. Provisions have been made in the budget for 1) rising health and cyber security insurance premiums, 2) technology costs as North Country continues to invest in technology to increase processing efficiencies and better serve its students, and 3) energy costs that increased in 21-22 with no end in sight were carried over into the 23-24 budget.

The unrestricted fund balance is projected to end August 31, 2024, at \$5 million, 34% of total unrestricted net operating costs (NOC). For perspective, SUNY recommends a fund balance NOC of 15%, which the college stakeholders all feel is too low of a threshold. North Country, like many other community colleges, has used its fund balance to preserve and/or enhance its intellectual property and people during the pandemic and while it now transforms into a newer, more relevant solution provider for the counties and its citizens.

2023-24 BUDGET
23-24 OPERATING BUDGET

	2023-24 Budget	2022-23 Forecast	2022-23 Budget	23-24 More (Less) vs. 22-23 Forecast	
REVENUES					
Tuition - In-State	\$ 3,924,570	\$ 3,686,726	\$ 3,732,514	\$ 237,844	6%
Tuition - Out-of-State	396,000	366,696	356,400	29,304	8%
Tuition - Concurrent Enrollment	555,000	528,582	555,000	26,418	5%
College and Course Fees	1,004,360	1,001,017	1,076,978	3,343	0%
Sponsors' Contribution	2,380,000	2,380,000	2,380,000	-	0%
Chargebacks	775,000	996,489	725,000	(221,489)	-22%
State Aid	3,939,811	4,004,648	4,090,485	(64,837)	-2%
HEERF Revenue Loss Claims	-	510,000	-	(510,000)	-100%
Contributions & Other Income	1,290,809	1,222,928	1,200,428	67,881	6%
Total Revenues	14,265,550	14,697,086	14,116,804	(431,536)	-3%
EXPENDITURES					
Salaries	7,048,865	7,231,361	7,242,413	(182,496)	-3%
Benefits					
Payroll Taxes	539,238	553,199	554,045	(13,961)	-3%
Medical	2,151,103	2,082,500	2,124,575	68,603	3%
Retirement	660,770	675,050	716,545	(14,280)	-2%
Other	105,518	102,630	114,564	2,888	3%
Total Benefits	3,456,629	3,413,379	3,509,729	43,250	1%
Equipment	22,000	23,200	24,450	(1,200)	-5%
Contractual					
Rental	1,651,476	1,618,803	1,629,403	32,673	2%
Utilities	465,750	454,250	464,000	11,500	3%
Maintenance	189,175	185,175	161,025	4,000	2%
Office & General Supplies	44,700	44,425	56,085	275	1%
Advertising	179,000	184,000	184,200	(5,000)	-3%
Professional Services	126,150	137,893	103,600	(11,743)	-9%
Information Technology	507,650	513,650	475,000	(6,000)	-1%
Library and Instructional Supplies	299,100	282,096	313,140	17,005	6%
Scholarships	268,000	266,500	325,000	1,500	1%
Scholarships - Concurrent Enrollment	313,644	401,811	418,192	(88,167)	-22%
Travel	55,000	52,375	64,716	2,625	5%
Property & Liability Insurance	164,007	159,894	149,000	4,114	3%
Miscellaneous	165,325	166,400	184,580	(1,075)	-1%
Total Contractual	4,428,978	4,467,272	4,527,941	(38,294)	-1%
Total Expenditures	14,956,472	15,135,212	15,304,533	(178,740)	-1%
Transfer from Fund Balance	690,922	438,126	1,187,729	252,796	-
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	0%

2023-24 BUDGET
23-24 CAPITAL BUDGET

	2023-24 Budget
REVENUES	
State Approved Match	\$ 150,000
County Portion	100,000
Chargeback Revenues	50,000
Total Revenues	\$ 300,000
 PROJECTS	
Critical Infrastructure and Maintenance Upgrades	
Facilities - HVAC Upgrades and Replacements	250,000
IT - Data Center Relocation	50,000
Total Project Expenditures	\$ 300,000
Net Surplus/(Deficit)	\$ -

The HVAC item is a placeholder in the event the major construction projects have unanticipated scope increases and/or cost overruns. There are contingencies built into the construction projects already, but the college is ensuring that the projects will be successful and completed appropriately by provisioning additional monies if needed. Once the construction projects are completed, the college will reassess opportunities to invest remaining critical maintenance funds in the facilities. Of course, should these funds be needed for unanticipated emergency repair/replacements, they would be appropriated to those projects immediately.

2023-24 BUDGET NOTATIONS

BUDGET OPPORTUNITIES

NYS Budget items passed to support community colleges and their students.

- Floor funding at the 22-23 year without a 20% holdback
- Continuing expansion of the Tuition Assistance Program (TAP) for part-time students.
- Extending the ability for incarcerated individuals to receive TAP.
- Non-recurring direct operating support to increase enrollment.

Additional new initiatives on the horizon, not considered in the budget.

- Surgical Tech with Mohawk Valley Community College
- Cybersecurity with Herkimer Community College

In-State enrollment Fall 23 improvement impact. There is no assumption in the budget that students are going to come to school in the fall as they were pre pandemic. Should the college exceed enrollment expectations in the fall:

- \$35K increase in revenue for additional 1% in-state enrollment increase FA23 vs FA22.
- \$100K increase in revenue for additional 3% in-state enrollment increase FA23 vs FA22.
- \$165K increase in revenue for additional 5% in-state enrollment increase FA23 vs FA22.
- \$230K increase in revenue for additional 7% in-state enrollment increase FA23 vs FA22.

INFRASTRUCTURE UPGRADE OPPORTUNITIES

This summer North Country is undertaking three capital projects related to Nursing lab upgrades (at all campuses), Science lab upgrades (Malone and Saranac Lake campuses), and HVAC upgrades. Included in these projects are lavatory and vestibule entrance upgrades as well on the Saranac Lake campus. These projects are funded using HEERF federal stimulus awards, the DASNY capital matching program, a DASNY grant, and federal funding through Community Funding Projects. The college is excited to move its laboratories into a more modern setting to enhance learning and student success. These improvements should allow the college to support students with enhanced simulation techniques which the governor of New York just allowed more of to ready nursing students for real world application post degree. These modern facilities will be attractive to potential students choosing their place of study.

North Country Community College

5-Year Financial Projection

For the 5 years ending August 31, 2027

	Actual		Projected			
	21-22	22-23	23-24	24-25	25-26	26-27
AAFTE Students						
In-State	493	457	423	398	378	359
New Initiatives	-	27	78	119	127	127
Out-of-State	39	46	50	50	50	50
Subtotal In/Out-of-State	533	531	551	567	555	536
Concurrent Enrollment (bridge)	240	238	250	250	250	250
Subtotal Core Operating	772	769	801	817	805	786
Pell Program	104	133	150	150	150	150
Total AAFTE	876	902	951	967	955	936

in thousands

Unrestricted Fund

Revenue

Operating Revenue	15,137	14,555	13,854	13,933	14,273	14,218
New Initiatives Tuition	-	143	412	641	698	712
Total Revenue	\$ 15,137	\$ 14,697	\$ 14,266	\$ 14,573	\$ 14,971	\$ 14,930

Expense

Operating Expense	14,516	15,135	15,646	16,006	16,366	16,730
Expense Reductions	-	-	(689)	(689)	(689)	(689)
Total Expense	14,516	15,135	14,956	15,317	15,677	16,041

Operating Surplus (Deficit)

	621	(438)	(691)	(744)	(706)	(1,111)
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Non-Operating	(51)	-	-	-	-	-
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Unrestricted Fund Surplus (Deficit)	\$ 569	\$ (438)	\$ (691)	\$ (744)	\$ (706)	\$ (1,111)
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Fund Balance Beginning 9/1	\$ 5,601	\$ 6,170	\$ 5,732	\$ 5,041	\$ 4,297	\$ 3,591
Changes to Net Position	569	(438)	(691)	(744)	(706)	(1,111)
Fund Balance Ending 8/31	\$ 6,170	\$ 5,732	\$ 5,041	\$ 4,297	\$ 3,591	\$ 2,481
Fund Balance NOC %	42.5%	37.9%	33.7%	28.1%	22.9%	15.5%

AAFTE Projections

New Initiatives

	22-23	23-24	24-25	25-26	26-27
PN/ADN program back to pre-pandemic levels	-	16	34	34	34
Rad-Tech program back to pre-pandemic levels	-	2	2	2	2
Akwesasne student population increase	7	7	7	7	7
AEMT EMT certification programs	1	8	8	8	8
AS Business: Healthcare Administration track	1	3	5	9	9
Entrepreneurship Certificate	4	4	4	5	5
AA Lib Arts – Early Childhood Ed pathway	14	14	14	14	14
ADN Program Expansion	-	12	24	24	24
Digital Design and Advertising Certificate	-	3	5	5	5
Teaching Assistant Certificate	-	3	5	5	5
Workforce Development Office	-	6	11	14	14
Total Projected New Initiative FTE	27	78	119	127	127

In-State Tuition (Per FTE)	\$ 5,280	\$ 5,280	\$ 5,386	\$ 5,493	\$ 5,603
College and Course Fees (Per FTE)	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
Operating Chargeback Rate (Per FTE)	\$ 5,010	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750
Tuition Increase	0%	0%	2%	2%	2%
Second Chance Pell Chargebacks	\$ 44,589	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000
AEMT Certificate Revenue (no AAFTE Associated)	\$ 57,000	\$ 0	\$ 0	\$ 0	\$ 0



North Country Community College
5-Year Financial Projection

In thousands	Actual							Projected				
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27
FTE Students												
In-State	773	694	711	655	575	577	493	457	423	398	378	359
New Initiatives	-	-	-	-	-	-	-	27	78	119	127	127
Out-of-State	57	52	46	44	73	31	39	46	50	50	50	50
Subtotal In/Out-of-State	830	746	757	699	649	609	533	531	551	567	555	536
Bridge	214	248	257	255	250	234	240	238	250	250	250	250
Subtotal Core Operating	1,044	994	1,014	954	898	843	772	769	801	817	805	786
Pell Program	-	96	173	151	146	133	104	133	150	150	150	150
Total	1,044	1,090	1,187	1,105	1,044	976	876	902	951	967	955	936
Unrestricted Fund												
Revenue												
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,583	\$ 5,880	\$ 6,041	\$ 6,011	\$ 5,932
State Aids	3,877	3,728	3,897	4,245	4,138	3,846	4,076	4,005	3,940	3,953	3,967	3,981
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,376	3,155	3,180	3,180	3,180
HEERF Revenue Loss Claims	-	-	-	-	-	552	1,556	510	-	-	-	-
Contributions Other Income	983	1,067	1,076	1,153	1,090	1,229	1,085	1,223	1,291	1,399	1,813	1,837
Total Revenues	13,367	14,043	14,536	14,500	14,784	15,165	15,137	14,697	14,266	14,573	14,971	14,930
Expense												
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,231	7,049	7,256	7,446	7,636
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,413	3,457	3,560	3,664	3,772
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,490	4,451	4,501	4,567	4,633
Total Expenses	12,422	13,040	14,279	14,870	14,916	13,747	14,516	15,135	14,956	15,317	15,677	16,041
Operating Surplus (Deficit)	945	1,003	257	(370)	(133)	1,419	621	(438)	(691)	(744)	(706)	(1,111)
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	-	-	-	-	-
Unrestricted Fund Surplus (Deficit)	\$ 861	\$ 959	\$ (79)	\$ (363)	\$ (336)	\$ 1,318	\$ 569	\$ (438)	\$ (691)	\$ (744)	\$ (706)	\$ (1,111)
Fund Balance Beginning 9/1	\$ 3,242	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,732	\$ 5,041	\$ 4,297	\$ 3,591
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(438)	(691)	(744)	(706)	(1,111)
Fund Balance Ending 8/31	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,732	\$ 5,041	\$ 4,297	\$ 3,591	\$ 2,481
Fund Balance NOC %	33.0%	38.8%	34.9%	31.1%	28.7%	40.7%	42.5%	37.9%	33.7%	28.1%	22.9%	15.5%

Assumptions:

FTE's	In State projections based on historical trends. 23-24 assumed a drop of 7.5% and 24-27 assumed a drop of 5-6% year over year. New initiatives are assumed to be In-State students. Out-of-State gets back up to average pre-pandemic levels in 23-27. Concurrent enrollment (bridge students) and the Pell prison program bounce back to normal pre-pandemic levels 23-27.
Tuition	2% Increase year over year. Same tuition level since 20-24. (Every 1% increase = \$30K revenue).
Fees	Assumed same rates as 20-21, proportionate to FTEs.
County Aid	Assumed to remain flat.
State Aid	Base aid rate includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-27. NYS base aid 100% floor is based on 21-22 fiscal year which was 98% of 20-21 fiscal year base aid. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation.
Salaries	\$190K increase per year for contractual labor increases. Adjunct and Overload are reduced for process changes and program deactivations.
Benefits	3% increase per year.
Contractual	1.5% increase per year to cover rent rate escalations and rising technology costs.
Prison Program	Favorable legislation has been passed ensuring Pell extension by 7/21/23. NYS Governor also approved TAP for incarcerated students.
Donations	\$100K from NCCC Foundation in each years 20-21, 21-22, and 22-23 as well as ~\$80K in 23-24 not included above, placed in restricted funds to help drive non traditional student enrollment. Included above and starting in July 2025, the NCCC Foundation bonds will mature and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.

Student Affairs

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

May 2023 Senate Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE
& DIRECTOR OF RESIDENCE LIFE & HOUSING

JERRAD DUMONT – ATHLETICS FACILITY MANAGER

KENT EGGLEFIELD – SPORTS INFORMATION

KATHY GOODROW – OFFICE ASSISTANT

KIM IRLAND – INTERIM ASSOC. VP OF STUDENT AFFAIRS,
COLLEGE DIVERSITY OFFICER, AND TITLE IX COORDINATOR

BRUCE KELLY – COORDINATOR OF STUDENT LIFE

CHAD LADUE – ATHLETICS DIRECTOR

Athletic Department News:



- The Student Government Association has graciously agreed to co-sponsor next year's [HUDLTV](#) subscription which provides live streaming and recorded access to collegiate home games at NCCC.
- The 2023 Women's Lacrosse Season has concluded and student athlete Chloe Flannaghan was honored with a selection to the NJCAA Region III Women's Lacrosse 2nd team.
- The Athletics Department is working closely with the Foundation to expand the impact of recent funds awarded by the LEAF Grant which included funding of \$45,000 to cover the cost of Image A below. A donor campaign is being developed around a select group of alumni that were inducted into our Hall of Fame in 2017 and if successful, additional funds will support the purchase of Image B below.

Image A: Funded by LEAF GRANT

Image B: Funding TBD

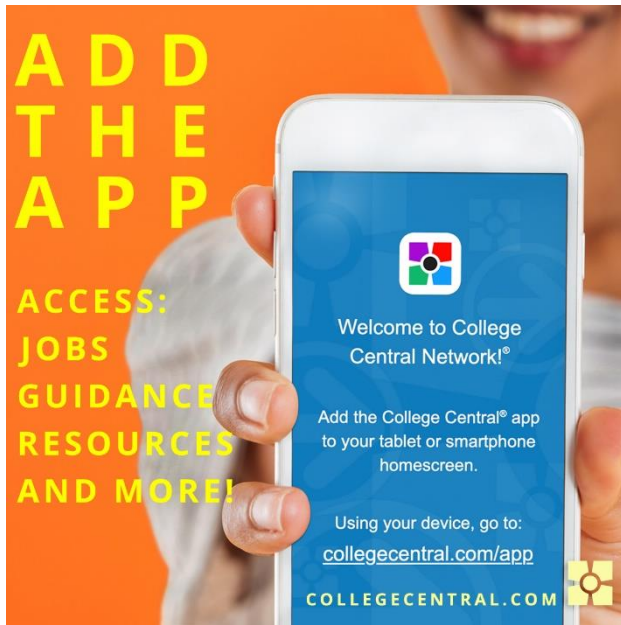


Campus Safety & Community Standards News

- The Safety Committee met in April to review 2022 recommendations and Bruce and Kim have begun the self-audit and recommendations for committee review for 2023.

Career & Transfer Services News: nccc.edu/student-support/career-services


- Bruce presented to Renee Poirier’s Human Services Internship students on career readiness in April.
- Bruce compiled the below data for the Perkins Advisory Board held in April.
 - There are currently 100 students registered with NCCC/College Central Network; 31 of these are newly registered this academic year (9/1/22-5/1/23)
 - There are currently 84 employers registered with NCCC/College Central Network; 26 of these are newly registered this academic year (9/1/22-5/1/23)
 - Additionally, there are 56 (out of 100) students registered with NCCC/College Central Network that are in CTE majors.
 - No students have completed the Strong Interest Inventory in Spring 2023; the rollout of this initiative launched in March 2023. Reminder to faculty who wish to refer a student, please contact Bruce Kelly.



Counseling Partnership News: nccc.edu/counseling/

- Christie Campus Health marketing materials have been finalized for posters, social media, and strategic campus locations. These materials, such as the below, will be used to promote additional mental health support for students starting Fall 2023! This initiative was made possible by SUNY.

24/7 Support Line




Counselors available night & day to support you or guide you to additional support no matter where you are


Call:
(833) 823-0260

NEW From North Country


Offering additional mental health support offerings



Scan for the wellness hub



Wellness Hub



Mental health & wellness articles, videos & support tools

Visit:
connectwellnesshub.com

Diversity, Equity, Inclusion and Social Justice (DEISJ) & Title IX News

- The Diversity Task Force launched its student DEISJ Climate Assessment Survey from March 15-April 14 and received 33 responses. An employee version of the survey launched in late April and will close on May 24. Responses will be reviewed in May and be shared with stakeholders to develop future strategies.
- SUNY launched its biannual Sexual Violence Prevalence Climate Assessment Survey April 10-May 1. A report is pending from SUNY Institutional Research and results will be published on the Title IX website.
- Throughout the month of April, Student Affairs hosted the Clothesline Project on all three campuses with community partner table sets from Planned Parenthood, STOP Domestic Violence, and Adirondack North Country Gender Alliance. Additionally, STOP Domestic Violence presented to the Malone nursing students on Friday, April 21.



PIC•COLLAGE

- Two training sessions will be offered for NCCC employees interested in learning more about gender identity and mental health. Choose the session that best fits your schedule. More information and Zoom link to come!
 - Session 1: Wed. May 24, 2023 from noon-2pm
 - Session 2: Tuesday, June 13 from 10am-noon
- Watch for NCCC's table sets at the Small Town Pride event in Malone on June 3 and the Tri-Lakes Pride Fest in Saranac Lake on June 25.

Student Life News

Spring 2023 Student Government Election Results:

- President: Faith Slocum (ML Campus)
- Vice President: Zachary Roos (SL Campus)
- Treasurer: Charlotte Young (SL Campus)
- Senator for DEI: Tracy Rodriguez (DL Student)

For all other vacant positions, including the Student Trustee, there will be an election that takes place September 12th and 13th - with a nomination period taking place before this time

The NCCC Food Pantry has been busy this spring semester, filling over 30 orders across our three campuses. This resource will continue to be available for students during the 2023-2024 academic year with the hope to expand our offerings to include some perishable items due to a SUNY system funded refiridgerator. More information to come in the future!

Summer 2023 Orientation Dates have been set! <https://nccc.edu/orientation/>

1. Tuesday, August 22, 2023 at 8:00 p.m. on Zoom (pre-registration required - form coming soon)
2. Wednesday August 23, 2023 at noon on Zoom (pre-registration required - form coming soon)
3. Thursday, August 24, 2023 from 4:00-6:00 p.m. on the Malone Campus
4. Friday, August 25, 2023 from 9:00 a.m. to 1:00 p.m. on the Saranac Lake Campus



NORTH COUNTRY NAVIGATOR

The North Country Navigator Program focuses on providing students with an exceptional experience at NCCC by offering key support services such as onboarding, advisement, mentorship and resource navigation. Beginning with acceptance at the College, each student will be paired with a Navigator (either a professional employee or a trained student), and an Academic Advisor (faculty) who will partner together to coach students through their academic advisement, course registration and financial aid processes, as well as provide early intervention counseling, resource referrals, and career readiness coaching. By pairing each new student with two points of contact, students will experience a network of opportunities and services that support their academic and social-emotional success. The North Country Navigator Program maximizes our ability to develop compassionate relationships with students and ensures a smooth pathway to success by doing what we do best, building relationships.

OUTCOMES:

- Holistic student retention support that guides each student from College admissions through graduation with a personalized continuity of care
- Peer mentoring support that emphasizes confidence, grit, mental health, and using resources wisely
- Tailored communications that meet students where they are and equips them with meaningful content that is timely, responsive, and specifically personalized for their needs

STUDENT NAVIGATOR:

- No GPA requirement however your Academic Transcript will be reviewed as part of your application
- At least one semester at NCCC completed prior to appointment to position (you may apply this spring for a summer or fall position)
- Strong oral, written, and interpersonal communication skills
- Participation in training sessions will be required prior to a case load of new students being assigned
- Once you are assigned students to mentor, you will be expected to do outreach on a regular basis, provide referrals to campus resources, and offer general support to new students

- You will also be assigned a direct supervisor who will meet with you throughout the semester to check in and support your continued development in this peer mentoring role

- Estimated case load 15 to 25 new students per semester

- **STIPEND PER SEMESTER: \$750/semester**

EMPLOYEE NAVIGATOR:

- Strong oral, written, and interpersonal communication skills

- Participation in training sessions will be required prior to a case load of new students being assigned

- Once you are assigned students to mentor, you will be expected to do outreach on a regular basis, provide referrals to campus resources, and offer general support to new students

- You will also be assigned to participate in a group that will meet throughout the semester to check in and support your continued development in this mentoring role

- Estimated case load 25 to 35 new students per semester

- **STIPEND PER SEMESTER: \$750/semester**

Questions about this program may be directed to Sarah Maroun, Kathleen Dowd-Maloney, and Kim Irland.

STUDENT AWARDS:



Save the Date

Student Awards Ceremony

Friday, May 19, 2023

Virtual Presentation 4:00p.m. via Zoom

Visit <https://www.nccc.edu/student-support/studentawards2023.html> to see all our student award recipients and a recording of the virtual award ceremony hosted over Zoom on Friday, May 19. Huge thank you to Erin and Lisa in the Foundation, to Chris in Communications, to Kathy in Student Life, to Sarah in Academic Affairs, and to Joe in the President's Office for all their roles in making this celebration possible. Also huge thank you to our donors internal and external who graciously underwrote several of these recognitions!



North Country Community College
President's Report to the Board of Trustees
May 25, 2023

Greetings to you all,

...on this last Thursday in May. I hope this finds you well.

Our Commencement Ceremony went very well and was the capstone of several end-of-year celebrations that included nursing pinning ceremonies and the annual Student Awards Ceremony. Many thanks to the members of the Board who were able to join us at Commencement. All of this year's speakers were excellent. Mary Irene represented the Board with distinction in her address, as did Allison Warner in her faculty address, Sydney VanNest in her student address, and Assemblyman Billy Jones as our Commencement Speaker.

In addition to our saying goodbye to our graduates, we bid adieu to three of our colleagues. We offer our farewells and best wishes to them and thank them for their years of service to our students and their colleagues. They are:

- Kate Wells, Learning Assistance Coordinator, Malone Campus (retiring)
- Donna Whitelaw, Asst Professor of Science (retiring)
- Summer Dorr, Humanities Instructor (onto SUNY Alfred)

We also recognized five members of our community with SUNY Chancellor's Awards. They were:

- Dr. Kim Duffey, Chancellor's Award for Excellence in Teaching
- Dr. Kelli Rodriguez, Chancellor's Award for Excellence in Scholarship and Creative Activities
- Sarah Kilby, Chancellor's Award for Excellence in Professional Service
- Margaret Champion, Chancellor's Award for Excellence in Adjunct Teaching
- Sydney VanNest, Chancellor's Award for Student Excellence.

Finally, as the faculty and other professional staff members start their summer break, the renovation projects on the Malone and Saranac Lake campuses begin.

We are grateful for another good year together, carrying out our mission and helping students transform their lives through higher education. We look forward to the next year...after a short break!

That's all for now! I look forward to seeing you at the meeting.

Joe

★ **Board Matters**

Business before the Board today includes:

- *Board Appointments:*
 - *County:* on Thursday, April 20, 23 the Franklin County Legislature appointed Seth McGowan to fill the vacancy and unexpired term resulting from Mark Moeller's planned retirement slated for June 30th, 2023. Seth

will formally begin on July 1st, 2023. Our deepest gratitude goes out to Mark for his many years of service and a hearty welcome to Seth! Seth served as the Superintendent of the Tupper Lake Central School District, and thus the College is known to him. Presently, he is the President of the [Adirondack Sky Center and Observatory](#) in Tupper Lake, NY.

- *Governor's*: no updates.

Other updates include:

- *Board Policies*: there is one (1) policy update, the *Sexual Harassment Prevention Policy*, before you today. Following up on the Board's tabling at your last meeting with a request to note how students were impacted/covered by the policy. As you will see under the "Scope" section, that it references students' coverage under the Title 9 policy. This was reviewed by the College Wide Policy Committee and approved by the College Senate.

★ Budgeting and Planning

□ **2023-2024 Budget:**

- **Budget Development:** Erik Harvey, our Interim CFO, will be presenting the 23-24 budget for your consideration today. As you will see, the College community made significant strides in reducing a projected 1.9M deficit to just under \$700K. More work remains, but I believe we are moving in a good direction. If approved by the Board, we will be going out to our county sponsors next.
- **Budget Advocacy:** Our budget advocacy yielded some results for 23-24 including a) retaining 100% floor funding at the 22-23 levels, b) removing the proposed 20% holdback of aid contingent on a plan from community colleges to address enrollment decline, and c) the \$75M Transformational Initiatives funding. We did not receive the 4% increase in our operating aid. Many thanks to all who lent their efforts to this cause!

★ Enrollment

□ **Fall 23 Enrollment:** is underway. Some key components include:

- *Continuing Students*: as of Monday, May 8th, 2023 we continue to see a slight improvement from Spring 22, with 187 students registered compared to 181 at the previous year.
- *New Student Registration*: underway, though the start lagged some as we worked out a new process.
- *Overall*: While these are early days, as of Monday, May 19th, 2023 we are trending close to prior year, with 366 registered compared to 386 at this time last year.

★ Other Items of Interest

□ **Strategic Plan Update**

- *2023-2026*: following recommendations from our community, we opted for a smaller strategic planning committee to work on framing up the 2023-2026 plan. That committee has come together and is undertaking that work.
- *2020-2023*: The Joint BoT/Foundation Task Force continues to explore ways to improve resources for the College. They are planning a gathering in the autumn and have recommended a resumption of a "legislator's breakfast", which we will be exploring further. An assessment of the current strategic plan has been undertaken which may inform the updated plan.

- **Grants and Opportunities**
 - *Nursing and Science Labs Project*: the construction crews have begun staging their work and abatement of hazardous materials will begin today in Saranac Lake and Malone. Full construction is expected to start on June 1.
 - *Congressionally Directed Spending*: Senator Gillibrand moved our application forward. It will now go to the Senate Appropriations Committee, possibly in late summer and then will have to be voted on, likely in late autumn. We are grateful to the Senator for moving it forward!
 - *Perkins*: as noted, we received word earlier this week that our 2023-2024 Perkins Grant would be \$275,145. The application is due mid-June.
- **Campus Advisory Boards**: the Malone and Ticonderoga Campus Advisory Boards met this spring and were quite helpful with their input. We are planning to host a larger gathering in SL this fall, working with the Board of Trustees and the Foundation Board.
- **Information Technology (IT)**: In what is often a quieter period, IT has been busy. In addition to the daily support provided, IT has been focusing on the switch in learning management systems from Bb to D2L, planning for the capital upgrades, restoring CAMS functionality after an upgrade, handling and cybersecurity planning.
- **NCCCAP** – No updates.
- **CSEA** – No updates.
- **Middle States**: notified us that they are still planning to visit us in person as a follow-up to our October 2021 self-study team visit, though no date has been set. We will be submitting our Annual Institutional Update (AIU) soon.
- **SUNY**: As noted above, four of our colleagues received a Chancellor's Award for Excellence. This is a wonderful acknowledgement for each and a recognition that we are very proud of. Congratulations once again to them all!
- **NYSED** – I will defer these to Sarah as she has some academic updates.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community

NCCC Board of Trustees Approved Policy

POLICY:	Sexual Harassment Prevention Policy
DRAFTED:	October 9, 2018
BOT APPROVED:	October 9, 2018
ADOPTED:	October 9, 2018
REVIEWED:	February 9, 2023

I. POLICY STATEMENT

North Country Community College is committed to maintaining a workplace free from sexual harassment. Sexual harassment, which includes harassment based on sex, self-identified or perceived sex or gender, sexual orientation, gender identity, gender expression or transgender status, is a form of workplace discrimination. Sexual harassment is considered a serious form of employee misconduct. All employees, interns, volunteers, and non-employees are required to work in a manner that prevents sexual harassment in the workplace. Any employee, intern, volunteer, or non-employee in the workplace who engages in sexual harassment or retaliation will be subject to remedial and/or disciplinary action, up to and including termination. This Policy is one component of North Country Community College's commitment to a discrimination-free work environment.¹

Sexual harassment is against the law. All persons have a legal right to a workplace free from sexual harassment. This right can be enforced by filing a complaint internally with North Country Community College, and/or with a government agency or in court under federal, state or local antidiscrimination laws.

Sexual harassment is offensive, is a violation of our policies, is unlawful, and may subject North Country Community College to liability for harm to targets of sexual harassment. Harassers may also be individually subject to liability. Those covered by this Policy who engage in sexual harassment, and managers and supervisors who engage in sexual harassment or who knowingly allow such behavior to continue, will be subject to remedial action or discipline in accordance with law or an applicable Collective Bargaining Agreement.

This Policy also prohibits retaliation against individuals who report or complain of sexual harassment or participate in the investigation of a sexual harassment complaint, as further described herein.

Complaints of sexual harassment must be submitted to the Compliance Officer: Tara Evans, Human Resources Director. If the Compliance Officer is the subject of the complaint, complaints must be made to Joe Keegan, CEO/President. North Country Community College will conduct a prompt, thorough and

¹ Note that other forms of discrimination, as well as harassment based on protected classes or characteristics other than those covered under this policy are covered separately under North Country Community College's Discrimination and Discriminatory Harassment Policy.

confidential investigation that ensures due process for all parties, whenever North Country Community College or its supervisory or managerial personnel receives a complaint about sexual harassment or retaliation, or otherwise knows of possible sexual harassment occurring. North Country Community College will keep the investigation confidential to the extent possible. Effective corrective action will be taken whenever sexual harassment or retaliation is found to have occurred. All persons covered by this Policy, including managers and supervisors, are required to cooperate with any internal investigation of sexual harassment.

All employees, interns, volunteers, and non-employees are to report any harassment or behaviors that violate this Policy. North Country Community College will provide a complaint form for the reporting of harassment and to file complaints. Managers and supervisors are **required** to report **any** complaint that they receive, or any harassment that they observe or become aware of in the workplace. Such reporting must be in written form to the Compliance Officer. Confronting the harasser is not required but is encouraged if the complainant feels it is possible and safe to do so. Anyone covered by this Policy has the right to file a good faith complaint without first communicating with the offender.

II. SCOPE

- A. Who is covered by this Policy?** This Policy applies to all employees, applicants for employment, interns, whether paid or unpaid, volunteers, non-employees and persons conducting business with North Country Community College². Students who are recipients of sexual harassment are covered under the Title IX Policy.
- B. Who can be a target of sexual harassment?** Sexual harassment can occur between any individuals, regardless of their sex or gender. New York Law protects employees, paid or unpaid interns, and non-employees who provide services in the workplace. This Policy also protects volunteers of the North Country Community College.
- C. Who can be a sexual harasser:** A harasser can be a superior, a subordinate, a coworker or anyone in the workplace including an independent contractor, contract worker, vendor, client, customer or visitor, or anyone with whom the person interacts while conducting their job duties.
- D. Where can sexual harassment occur?** Unlawful sexual harassment is not limited to the physical workplace itself. It can occur while employees, interns and/or volunteers are traveling for business or at employer sponsored events or parties. Calls, texts, emails, and social media usage can constitute or contribute to unlawful workplace harassment, even if occurring away from the workplace premises or not during work hours.

III. DEFINITIONS OF PROHIBITED CONDUCT

A. What is sexual harassment?

Sexual harassment is a form of sex discrimination and is unlawful under federal, state, and (where applicable) local law. Sexual harassment includes harassment based on sex, self-identified or perceived sex or gender, sexual orientation, gender identity, gender expression or transgender status.

Sexual harassment includes unwelcome conduct which is either of a sexual nature, or which is directed

² Non-employees, as defined by law, includes contractors, vendors, and consultants or those who are employees of the contractor, vendor or consultant.

at an individual because of that individual's sex when:

- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment, even if the complaining individual is not the intended target of the sexual harassment.
- Such conduct is made either explicitly or implicitly a term or condition of employment; *or*
- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual's employment.

A sexually harassing hostile work environment consists of words, signs, jokes, pranks, intimidation, or physical violence which are of a sexual nature, or which are directed at an individual because of that individual's sex, self-identified or perceived sex or gender, sexual orientation, gender identity, gender expression or transgender status. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements or sexually discriminatory remarks made by someone which are offensive or objectionable to the recipient, which cause the recipient discomfort or humiliation, and/or which interfere with the recipient's job performance.

Sexual harassment also occurs when a person in authority tries to offer job benefits for sexual favors. This can include hiring, promotion, continued employment or any other terms, conditions or privileges of employment. This is also called "quid pro quo" harassment.

Anyone subject to and/or covered by this Policy who feels harassed should complain so that any violation of this policy can be corrected promptly. Any harassing conduct, even a single incident, can be addressed under this policy.

B. Examples of sexual harassment

Sexual harassment under the law and prohibited by this Policy may include, but is not limited to, the following prohibited conduct:

- Physical assaults of a sexual nature, such as:
 - Touching, pinching, patting, grabbing, brushing against another person's body, or poking another person's body; rape, sexual battery, molestation or attempts to commit these assaults (which should be reported to local authorities as promptly as is possible).
- Unwanted sexual advances or propositions, such as:
 - Requests for sexual favors accompanied by implied or overt threats concerning the target's job performance evaluation, a promotion or other employment benefits or detriments, subtle or obvious pressure for unwelcome sexual activities.
- Sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, which create a hostile work environment.
- Sex stereotyping, which occurs when conduct or personality traits are considered inappropriate or treated negatively simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should look or act.
- Sexual or discriminatory displays or publications anywhere in the workplace, such as:
 - Displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes such sexual displays on workplace computers or cell phones and sharing such displays while in the workplace or in a work-related gathering or setting.
- Hostile actions taken against an individual because of that individual's sex, self-identified or perceived sex or gender, sexual orientation, gender identity, gender expression or transgender status, such as:
 - Interfering with, destroying or damaging a person's workstation, tools or equipment, or

- otherwise interfering with the individual's ability to perform the job.
- Sabotaging an individual's work.
- Bullying, yelling, name-calling.

C. Retaliation

In addition to sexual harassment, retaliation for opposing or complaining of sexual harassment or participating in investigations of sexual harassment is prohibited by law and prohibited under this Policy. No person covered by this Policy shall be subjected to such unlawful retaliation. Unlawful retaliation can be any adverse employment action, including being discharged, disciplined, discriminated against, or any action that would keep or discourage anyone covered by this Policy from coming forward to make or support a sexual harassment claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation.

The New York State Human Rights Law and this Policy protect any individual who has engaged in "protected activity." Protected activity occurs when a person has:

- made a complaint of sexual harassment, either internally or with any anti-discrimination agency;
- testified or assisted in a proceeding involving sexual harassment under this Policy, the State Human Rights Law or other anti-discrimination law;
- opposed sexual harassment by making a verbal or informal complaint to North Country Community College (including a supervisor or manager) or by simply informing a supervisor or manager of harassment;
- reported that another employee, intern, volunteer, or non-employee covered by this Policy has been sexually harassed; or
- encouraged a fellow employee, intern, volunteer and/or non-employee covered by this Policy to report harassment.

Employees, interns, volunteers, and non-employees who believe they have been subjected to retaliation should report this conduct in accordance with the same reporting procedures as are outlined below. These complaints of retaliation will be investigated in accordance with the same procedures utilized to investigate a complaint of sexual harassment. Individuals also may file complaints of retaliation with the federal or state enforcement agencies (EEOC or New York State Division of Human Rights.) Any individual found to have engaged in retaliation as defined in this Policy may be subject to disciplinary action up to and including termination, and/or other corrective or remedial action as necessary.

IV. REPORTING PROCEDURES AND RESPONSIBILITIES

A. Reporting Procedures

Preventing sexual harassment is everyone's responsibility. North Country Community College cannot prevent or remedy sexual harassment unless it knows about it. Any employee, intern, volunteer or non-employee who has been subjected to behavior that may constitute sexual harassment is strongly encouraged to report such behavior to the Compliance Officer set forth below. Anyone who witnesses or becomes aware of potential or perceived instances of sexual harassment should also report such behavior to the Compliance Officer.

- Compliance Officer: Tara Evans, Human Resources Director
- If the Compliance Officer is the subject of the complaint, complaints are to be made to Joe Keegan, CEO/President

Although encouraged, note that neither this Policy nor state or federal law requires that an individual tell an alleged harasser to stop his/her actions. Failure to do so does not preclude the individual from filing a complaint of sexual harassment. Individuals should feel free to keep written records of any actions which may constitute sexual harassment, including time, date, location, names of others involved, witnesses (if any), and who said or did what to whom.

Reports of sexual harassment may be made verbally or in writing. If made verbally, the Complaint must be reduced to writing by the individual who it was reported to. The written report must be given to the Compliance Officer. A form for submission of a written complaint is attached to this Policy, and all employees, interns, volunteers, and non-employees conducting business in the workplace are encouraged to use this complaint form. Individuals who are reporting sexual harassment on behalf of other employees, interns, volunteers or non-employees should use the complaint form and note that it is on another person's behalf.

Employees, interns, volunteers or non-employees who believe they have been a target of sexual harassment may also seek assistance in other available forums, as explained below in the section on Legal Protections.

B. Supervisory Responsibilities

All managerial and supervisory personnel of North Country Community College shall be responsible for enforcing this Policy and shall have particular responsibility for ensuring that the work environment under their supervision is free from sexual harassment and retaliation. In addition to being subject to discipline or other remedial action if they engaged in sexually harassing conduct themselves, **all supervisors and managers who receive a complaint or information about suspected sexual harassment, observe what may be sexually harassing behavior or for any reason suspect that sexual harassment is occurring, are required to report same in writing, to the Compliance Officer.** Supervisors and managers will be subject to discipline (or other remedial and appropriate action) for failing to report suspected sexual harassment or otherwise knowingly allowing sexual harassment to continue.

Supervisors and managers will also be subject to discipline or other appropriate remedial action for engaging in retaliation.

C. North Country Community College's Responsibilities

North Country Community College will be responsible for ensuring that this Policy is provided to employees, interns, and volunteers, and that training on this Sexual Harassment Prevention Policy is conducted annually.

V. INVESTIGATION AND RESPONSE PROCEDURES

All complaints or information about suspected sexual harassment will be investigated, whether that information was reported in verbal or written form. Investigations will be conducted in a timely manner and will be confidential to the extent possible.

An investigation of any complaint, information or knowledge of suspected sexual harassment will be prompt and thorough, commencing immediately and completed as soon as possible. The investigation

will be confidential to the extent possible. All persons involved, including complainants, witnesses and alleged harassers will be accorded appropriate due process to protect their rights to a fair and impartial investigation.

Any employee, volunteer, intern, or non-employee may be required to cooperate as needed in an investigation of suspected sexual harassment. As further set forth herein, North Country Community College will not tolerate retaliation against those who file complaints, support another's complaint, or participate in the investigation of a complaint.

All investigations will be conducted by the Compliance Officer or their designee. The nature of an investigation may vary on a case-by-case basis dependent upon the circumstances and extent of the allegations. Generally, investigations should be conducted by the Compliance Officer or their designee in accordance with the following steps:

- Upon receipt of complaint, the Compliance Officer or their designee will conduct an immediate review of the allegations, and take interim actions, as appropriate. If the complaint is oral, encourage the individual to complete the "Complaint Form" in writing. If he or she refuses, prepare a Complaint Form or other write up of the complaint based on the oral reporting.
- If documents, emails or phone records are relevant to the allegations, take steps to obtain and preserve them.
- Request and review all relevant documents, including all electronic communications.
- Interview all parties involved, including any relevant witnesses;
- Create (at a minimum) written documentation of the investigation (such as a letter, memo, or email), which contains the following:
 - A list of all documents reviewed, along with a detailed summary of relevant documents;
 - A list of names of those interviewed, along with a detailed summary of their statements;
 - A timeline of events;
 - A summary of prior relevant incidents, reported or unreported; and
 - Recommendation(s) for the final resolution of the complaint, together with any recommendations for corrective or remedial actions to be taken.
- Keep the written documentation and associated documents in the employer's records.

Once the investigation is completed, the Compliance Officer or the CEO/President, or their designee, will make a final determination as to whether the policy has been violated.

The Compliance Officer or the CEO/President, or their designee, shall promptly notify the complainant of the final determination, and inform the complainant of their right to file a complaint or charge externally as outlined below.³

If a complaint of sexual harassment or retaliation is determined to be founded, North Country Community College may take disciplinary and/or corrective action. The Compliance Officer will be responsible for overseeing implementation of any corrective or remedial actions deemed necessary.

VI. REIMBURSEMENT

³ Where a complaint was filed regarding sexual harassment against an individual other than the person making the written complaint, the person against whom the harassment was directed will be treated as the complainant for purposes of this Policy.

Any employee who has been subject to a judgement of personal liability for intentional wrongdoing in connection with a claim for sexual harassment shall reimburse North Country Community College for any monies it paid to a complainant for what was found to be the employee's proportionate share of said judgement. These reimbursements must be made within ninety (90) days from payment by North Country Community College to the Complainant. A failure to reimburse will result in the sum being withheld directly from the employee's compensation or through enforcement of a money judgement.

VII. FURTHER CONFIDENTIALITY AND DISCLOSURE

In recognition of the personal nature of discrimination complaints and the emotional impact of alleged discrimination, North Country Community College shall keep complaints as confidential as is consistent with a thorough investigation, applicable collective bargaining agreements, and other laws and regulations regarding employees and the workplace setting. For the protection of all individuals who make complaints or are accused of prohibited discrimination, every witness interviewed during an investigation under this Policy will be advised of the confidentiality requirement and instructed not to discuss the complaint, the investigation, or the persons involved. To the extent complaints made under this Policy implicate criminal conduct, North Country Community College may be required by law to contact and cooperate with the appropriate law enforcement authorities.

The terms of any settlement or other resolution are subject to disclosure UNLESS the Complainant seeks confidentiality. This request for confidentiality may be revoked within a certain time period in accordance with State law.

VIII. FALSE REPORTS

Reporting of a false complaint is a serious act. In the event it is found that an individual bringing the complaint has knowingly made false allegations, North Country Community College may take appropriate remedial action and/or disciplinary action in accordance with the provisions of applicable collective bargaining agreement and/or state law.

IX. LEGAL PROTECTIONS AND EXTERNAL REMEDIES

Sexual harassment is not only prohibited North Country Community College but is also prohibited by state, federal, and, where applicable, local law.

Aside from the internal process at North Country Community College, individuals may also choose to pursue legal remedies with the following governmental entities **at any time**.

A. New York State Division of Human Rights (DHR)

The Human Rights Law (HRL), codified as N.Y. Executive Law, Art. 15, § 290 et seq., applies to employers in New York State with regard to sexual harassment, and protects employees, interns and non-employees. A complaint alleging violation of the Human Rights Law may be filed either with Division of Human Rights or in New York State Supreme Court. Complaints with DHR may be filed any time **within one year** of the harassment. If an individual did not file at DHR, they can sue directly in state court under the HRL, **within three years** of the alleged discrimination. An individual may not file with DHR if they have already filed a HRL complaint in state court.

Complaining internally to North Country Community College does not extend the time for filing a complaint with DHR or in court. The one year or three years is counted from date of the most recent

incident of harassment.

An individual does not need an attorney to file a complaint with DHR, and there is no cost to file with DHR.

DHR will investigate the complaint and determine whether there is probable cause to believe that discrimination has occurred. Probable cause cases are forwarded to a public hearing before an administrative law judge. If discrimination is found after a hearing, DHR has the power to award relief, which varies but may include requiring the employer to act to stop the harassment, or redress the damage caused, including paying monetary damages, attorney's fees, and civil fines.

Contact DHR at (888) 392-3644 or visit dhr.ny.gov/complaint for more information about filing a complaint. The website has a complaint form that can be downloaded, filled out, notarized, and mailed to DHR. The website also contains contact information for DHR's regional offices across New York State.

B. United States Equal Employment Opportunity Commission (EEOC)

The EEOC enforces federal anti-discrimination laws, including Title VII of the 1964 federal Civil Rights Act (codified as 42 U.S.C. § 2000e et seq.). An individual can file a complaint with the EEOC anytime within **300 days** of the harassment. There is no cost to file a complaint with the EEOC. The EEOC will investigate the complaint and determine whether there is reasonable cause to believe that discrimination has occurred, at which point the EEOC will issue a Right to Sue letter permitting the individual to file a complaint in federal court.

The EEOC does not hold hearings or award relief but may take other action including pursuing cases in federal court on behalf of complaining parties. Federal courts may award remedies if discrimination is found to have occurred.

If an individual believes that he/she has been discriminated against at work, he/she can file a "Charge of Discrimination." The EEOC has district, area, and field offices where complaints can be filed. Contact the EEOC by calling 1-800-669-4000 (1-800-669-6820 (TTY)), visiting their website at www.eeoc.gov or via email at info@eeoc.gov

If an individual filed an administrative complaint with DHR, DHR will file the complaint with the EEOC to preserve the right to proceed in federal court.

C. Local Protections

Many localities enforce laws protecting individuals from sexual harassment and discrimination. An individual should contact the county, city, or town in which they live to find out if such a law exists.

D. Contact the Local Police Department

If the harassment involves physical touching, coerced physical confinement or coerced sex acts, the conduct may constitute a crime. Contact the local police department.



SARANAC LAKE | MALONE | TICONDEROGA

**NORTH COUNTRY COMMUNITY COLLEGE
HARASSMENT COMPLAINT FORM
(Submit to Director of Human Resources)**

This form may be used to file a complaint of harassment which is a form of discrimination prohibited by federal law, the New York State Human Rights Law, and North Country Community College Policy.

Filing this complaint form with North Country Community College in no way deprives you of the right to file a complaint with the US Equal Employment Opportunity Commission, New York State Division of Human Rights, and/or the Federal/State courts.

(PLEASE PRINT OR TYPE)

1. Name _____
Phone Number _____
Residence _____
Mailing Address (if different from residence) _____
City _____ State _____ Zip Code _____

2. Department _____

3. Have you filed this charge with a Federal, State or local government agency?
YES/NO: _____ When _____ Where _____
(Month/Day/Year)

Have you instituted a suit or court action on this charge?
YES/NO: _____ When _____ Where _____
(Month/Day/Year)

(AN AFFIRMATIVE REPLY TO THIS QUESTION WILL IN NO WAY STOP A REVIEW OF YOUR COMPLAINT)

4. Alleged Discrimination Occurred on or about:
Month: _____ Day: _____ Year: _____ Time: _____
Is this alleged discrimination continuing: YES _____ NO _____?
Are you personally the subject of the alleged harassment? YES _____ NO _____?

