



## Board of Trustees Meeting Agenda

11:00 a.m. | Friday, November 20, 2020

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

- I. Call to Order
- II. Approval October 30, 2020 Minutes
- III. Liaison Reports
  - o College Senate
  - o NCCCAP
  - o CSEA
- IV. College Reports
  - o Board Chair
  - o Interim Vice President for Academic Affairs
    - Resolution 2020/21 | Temporary Appt. - Science Instructor
  - o Vice President for Marketing & Enrollment Management
  - o Interim CFO
  - o President
- 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.*

### **Topic: Board of Trustees | Public Access**

Time: Nov 20, 2020 11:00 AM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/82340023363?>

[pwd=MIE5UmlGeEQrbGZwSFRWY2hTNUdrUT09](https://us02web.zoom.us/j/82340023363?pwd=MIE5UmlGeEQrbGZwSFRWY2hTNUdrUT09)

Meeting ID: 823 4002 3363 | Passcode: 560272

One tap mobile

+16465588656,,82340023363#,,,,,0#,,560272# US (New York)



Board of Trustees Meeting Minutes | October 30, 2020

Meeting Held Via Zoom Due to the COVID-19 Pandemic

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

Excused: Pete Suttmeier

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Chris Knight, Lisa Symonds, Erik Harvey, Diana Fortune, Shir Filler, Kim Duffey, Shannon Warren, Jerrad Dumont

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

#### Oath of Office

Oath of Office was performed by Jessica Kemp, the College's Student Trustee. Steve Reed accepted the Oath as it was presented.

#### Minutes

Mary Irene Lee made the motion to accept the September 2020 meeting minutes as they were presented. Mark Moeller seconded the motion. The September 2020 meeting minutes were unanimously approved (7-0-0).

#### College Senate

Shir Filler reported:

- The Faculty Council of Community Colleges (FCCC) had their Fall plenary. It was a successful event, though reservations on how the Chancellor was hired. He voiced understanding and was open and transparent with the group. Shir shared with other colleges what NCCC is doing about Shared Governance and decision making highlighting our unique structure and mutual respect of each other.
- The next step is for the College to assess Shared Governance
- Senate revised the Computer certificate
- The Science department added a standalone online lab for Astronomy, which can be used for a lab/science requirement
- A senate committee for campus and student life has been revised to better accommodate the needs of the College.
- Steve Reed will attend the next Senate meeting on Friday, November 13<sup>th</sup> at 1pm

#### NCCCAP

No report.

#### CSEA

No report.

#### Board Chair Report

Steve Reed reported:

- The board discussed the revised by-laws. He requested for questions or revisions for the by-laws as they were shared. Mary Irene Lee made a motion to approve the revised by-laws. Donna Wadsworth seconded the motion. The motion was approved (6-0-1).

#### Interim Vice President for Academic Affairs

Sarah Maroun highlighted the following:

- Remote Spring 2021 schedule was shared with students yesterday. Pre-registration will begin next week.
- Faculty meetings have been productive, and it was shared that teaching/learning online has several challenges. There is fatigue but everyone is moving forward successfully. The board briefly discussed the resources and their continued support to the faculty and the students.
- Student engagement was discussed. There is a potential app for students to form study-groups online. More news to come. It currently is being used as pilot program at Monroe Community College.
- Business department has been working on an employment continuing ed program which comprises of a survey to area business in hopes to help create learning opportunities for area employees.
- Middle States approved the request for Self-Study extension. Their visit will be Fall 2021, giving the College an additional 6-month window.
- The board discussed Sarah's report as it was presented; it included student attendance in the online setting
- Sarah shared with the board the upcoming call-campaign/outreach to students and seeing ways the college can aid for them to be successful.
- Jessica shared her perspective as a student and a class that she is attending; noted the dropout rate she is seeing with traditional students; those who prefer in person learning.

#### Vice President for Marketing and Enrollment Management

Kyle highlighted:

- The current marketing summary report from WORKSHOP. He gave a broad overview of the report. He explained everything the college did, through campaigns, and how it was measured. It gave a foundation for what the College will be doing moving forward with advertising.
  - There were key metrics on where the college did well and points where they were not successful. That money can then be repurposed for a different angle of marketing.
  - He spoke of how the college is targeting certain demographics
  - He shared previous enrollment push from Summer and Fall 2020 campaigns and their subsequent results. A lot of what was done through Fall 2020 campaign will be mirrored for Spring 2021.
  - As soon as the election is done, advertising will resume.
  - In addition, Kyle shared all the press releases and media mentions that were provided by Chris Knight.
  - Later this month an open forum will be held to go over the report in detail.
- Kyle's team is working on a four-part divisional plan for the College. There is a deadline for the first week of November so Kyle can merge the information. It will be shared with the College in December of 2020 for review and feedback. He is hopeful it can be put into motion for Spring 2021.
- The Fall 2020 North Country Live series just wrapped up. It has been successful, and the attendance continues to grow for each session. The College is already planning a winter/spring series. The board discussed the series and the availability to see the recorded versions. Kyle reported they would be archived as well.

#### Interim CFO:

Erik Harvey highlighted:

- Continue to work with SUNY on ways to best leverage to utilize the CARES fund.
- Lisa is working hard on Audit preparation and doing a great job.
- He reported his focus is now on the 2021 budget.
- He noted the college is going back into planning sessions for a five-year outlook. The fund balance could be extinguished by 2023-24 if no planning is made moving forward.
- For 2019-20 the fund balance was used to balance the budget by approximately \$9,000.

- He recommends planning for minimal financial support from the State.
- The current 2021 forecast is focused on the online learning environment. The College needs to consider the additional funding that will be incurred when the College comes back to campus.
- The board discussed future enrollment numbers and the report as it was presented by Erik. Kyle shared his thoughts on potential projections and related demographics as well as the success of the Opportunities Scholarship.
- Chris highlighted the work on the website homepage and sharing students' testimonials.

#### President's Report:

Joe Keegan reported:

- Thanked the board for their ongoing support of the College and all they do.
- Thanked the Faculty, Staff and the Administrative team for their hard work facing the challenges that have been created by this pandemic.
- Students from a recent town hall showed their appreciation of the faculty and their support.
- Joe welcomed Jessica Kemp as the new College's Student Trustee. He shared her experience with the College.
- North Country Live has been an incredible series.
- SUNY has instituted a requirement for Fall 2020 winddown plan. It has been shared with the task force and president's council. He and Tara will be meeting with Public Health next week to go over the proposed plan and what the mandatory testing means for the College.
  - As of now, there have been 2 positive student cases that were not on campus. They have recovered and it sounds their health has been restored.
- Spring 2021 plans intention is to mirror the Fall 2020 plan since there is a high potential of the virus rising over the next few months. The campus community agreed this is the best course of action and was wholly supported to put the safety and health first.
- Shared Governance working group recently met to discuss where the College stands with Shared Governance. The 2019 document was updated, and it will move back through the approval process. It will return to the board for their support at an upcoming meeting. Assessment of shared governance will begin soon.
- The Strategic Plan is still in draft form and moving through the departments for review, updates and suggestions.
- Joe brought the following resolution to the floor for the board to consider:
  - Jerry Griffin made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Erik Harvey from Comptroller to interim Chief Financial Officer starting the academic year beginning September 1, 2020. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
  - The board shared their appreciation of all the hard work Erik Harvey and Lisa Symonds have shown these past few months.

#### NCCC Association:

Shannon Warren reported:

- Book Sales ended successfully. Students provided positive feedback of curbside pick-up and delivery.
- Gift wrapping orders will start soon.
- Buildings not in occupancy are doing okay.
- Looking forward to future options of dining options. Vendors are being explored.
- Association Audit will take place next week.
- Members voiced appreciation for Shannon and her team to adapt to the changes that they were faced.

#### NCCC Foundation:

- Dianna reported the annual appeal will be sent in November 2020.

#### Old Business

- Board self-evaluation was successful. There were two areas that showed the need for improvement Fundraising and Trustee Orientation Process. The board evaluation showed they collectively felt they were doing a good job

and will work on areas where improvement is needed. Stacie will share the results with the board.

#### New Business

- It was confirmed that the Board is available to meet at their next session on November 20, 2020.

#### Public Comment

None

#### Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:08 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 join the meeting at 12:08 p.m.

Mary Irene Lee made a motion to adjourn executive session at 12:30 p.m. Mark Moeller seconded the motion. The motion was approved unanimously (7-0-0).

The board moved to approve the following resolutions:

- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby the promotion of Jerrad Dumont for promotion from the rank of Instructor/A5 to the rank of Assistant Professor/A4 effective September 1, 2020 at Step 21 at \$58,996. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Donna Whitelaw for promotion from the rank of Instructor/A5 to the rank of Assistant Professor/A4 effective September 1, 2020 at Step 15 at \$50,960. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Becky LaDue for promotion from the rank of Assistant Professor/A4 to the rank of Associate Professor/A3 effective September 1, 2020 at Step 30 at \$71,052. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Thomas McGrath for promotion from the rank of Assistant Professor/A4 to the rank of Associate Professor/A3 effective September 1, 2020 at Step 14 at \$49,620. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Kelli Rodriguez for promotion from the rank of Assistant Professor/A4 to the rank of Associate Professor/A3 effective September 1, 2020 at Step 16 at \$52,299. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Allison Warner for promotion from the rank of Assistant Professor/A4 to the rank of Associate Professor/A3 effective September 1, 2020 at Step 16 at \$52,299. This position is currently funded in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)
- Mary Irene Lee made a motion to that the North Country Community College Board of Trustees hereby approves the promotion of Donna Whitelaw for promotion from the rank of Instructor/A5 to the rank of Assistant Professor/A4 effective September 1, 2020 at Step 15 at \$50,960. This position is currently funded

in the 2020-2021 operating budget. Mark Moeller seconded the motion. The motion passed unanimously (7-0-0)

Adjourn

Mary Irene Lee 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 pm.

Respectfully Submitted,

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

Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

DRAFT

11/20/20

Motion:

Second:

Action:



**Interim VPAA Report to the  
Board of Trustees  
November 20, 2020**

Please find the following report from the Academic Area below.

**Academic Planning, Programs and Policies:**

- **Academic Planning**

- **Strategic Planning:** We had a strategic planning meeting on Friday, October 30<sup>th</sup>. Discussions around academic planning and strategic directions yielded some excellent ideas and discussion. The plan will take shape over the next few months.
- **Spring Schedule/Courses:** Spring courses will be primarily remote, similar to the Fall 2020 semester. Pre-registration is well underway. New Student registration will open up after November 13<sup>th</sup>. Since we cannot hold the usual New Student Registration days on campus, the registration process for Spring 2021 will be the same as it was for the Fall 2020 semester. There had been some hope that athletic teams may be able to hold abbreviated competitive seasons in the spring; however, given the current COVID-19 situation in the region, this is not likely.
- **Student Technology Support for Remote Learning:** The laptop loaner program will continue for the Spring semester. Additionally, we completed our second calling campaign during the week of October 26<sup>th</sup>. We have adopted Kurzweil software that provides screen reading support for students and faculty. For the Spring 2021 semester, we will pilot a new study application called *Circle In* that helps students create online study groups within classes. The program was piloted at Monroe Community College in the Spring 2020 semester and they saw very positive results with the students who used it.
- **New Program Initiatives:**
  - **Water/Wastewater:** Planning for a Spring/Summer 2021 non-credit training course. The timeframe may be Fall 2021 depending on the state approval process for remote learning certification.
- **Workforce Development:** Feedback from our workforce development partners indicates that there is still a lot of uncertainty within the regional economy. We continue to meet bi-weekly to identify areas of workforce needs and opportunities. The Strengthening Community College consortium grant was submitted on October 8<sup>th</sup>. This is a collaboration with Onondaga and Jefferson CC's to explore regional career pathways that would align with existing and new educational pathways. This would help support the development of certificates and degree programs related to workforce needs in the region. The Business Dept. will offer some professional skills training to local employers. The intent was to advertise these options as part of the SUNY Workforce Development grant. Funding has not yet been approved for this year, so we are working on other funding structures to support these offerings.
- **St. Regis Mohawk Tribe:** Courses originally scheduled to be held at Akwesasne are being held remotely.

- **Academic Programs:** Selina Le-May Klippel is heading up a group to explore more opportunities and requirements around certificate programs. Please contact Selina if you are interested.

**Programs in the approval process:** Certificate: Entrepreneurship Management; AS Healthcare Administration. On hold: Certificate: Advanced EMT. In the exploratory phase: Certificate: Teacher Assistant; AAS Cybersecurity.



- **Continuing Education:** The *North Country Live* sessions continue to attract viewers. The series will continue this fall with a focus on Akwesasne and the St. Regis Mohawk Tribe.
- **Middle States/Assessment of Student Learning:**
  - **Assessment:** The two College-wide Goals to be assessed for the 20-21 academic year include Social and Cultural Literacy and Scientific Literacy.
  - **MSCHE Self-Study:**
    - **TIMELINE:** The Steering Committee met in early September to consider an offer to delay the Spring 2021 visit. The Committee voted to keep the Spring 2021 visit on schedule. Since then, we learned that virtual visits have not been approved yet for Spring, so we requested a rescheduling of our visit. We just heard that our request was approved, so we have a visit scheduled for Fall 2021.
    - **DISTANCE LEARNING APPROVAL:** We also learned the US Dept. of Education has not extended the waiver to continue distance learning instruction for the Spring 2021 semester. If they do not extend that waiver, in order to remain in compliance, we need to seek approval to offer all of our programs in an online format since some of our students may reach the 50% or more threshold of online instruction in programs that are not registered for distance learning. **We do not intend to permanently move all programs to an online format. This is simply to make sure that if the US Dept. of Education does not extend the waiver to include Spring 2021, we will remain in compliance.**
- **College Bridge:** College Bridge registrations are complete. We changed the process significantly this semester, so we will evaluate the process moving forward.

### Grants and Experiments:

Here is a brief update on our grants:

- **Second Chance PELL:** Classes will continue within the prison facilities for the Spring 2021 semester. We have limited offerings given the need to continue remote instruction. Strategies to keep students engaged include DVDs, a video-conference pilot program, and a texting service that allows students and faculty to communicate directly.
- **Northern Borders Regional Commission Grant:** Planning for Wastewater Operator training course for non-credit course delivery is underway.
- **Strengthening Community Colleges Grant:** We have partnered with Jefferson and Onondaga to submit a regional consortium grant to fund the exploration of alignment between regional workforce needs and educational/career pathways. This would allow us to develop programs in alignment with regional employers and current/future employment needs in healthcare and IT.

Respectfully submitted,

Sarah Maroun  
Interim Vice President for Academic Affairs



**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the first temporary appointment of Melinda Fredenburgh, to the full-time, 164-day, exempt appointment as Science Instructor for the Spring 2021 semester at a pro-rated salary of \$21,462.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the first temporary appointment of Melinda Fredenburgh, to the full-time, 164-day, exempt appointment as Science Instructor for the Spring 2021 semester at a pro-rated salary of \$21,462.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

November 20, 2020

2020-2021 |

Motion:

Seconded:

(0-0-0)

# Melinda F. Fredenburg

PO Box 1194, Saranac Lake, NY 12983

518-637-9792

melindafredenburg@hotmail.com

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## EDUCATION

**Master of Science** May 2004, Biology

State University of New York at Fredonia

Thesis: Insect Availability and Diet Analysis of the Little Brown Bat (*Myotis lucifugus*) Population at Chautauqua Institution.

**Bachelor of Arts** May 2001, Biology

State University of New York at Potsdam

Concentration: Ecology

## TEACHING EXPERIENCE

**Teaching Assistant** – Adk Ed Ctr/BOCES, Saranac Lake, NY – Dec 2018 – June 2019

- NYS Teaching Assistant Certification
- Training: Dignity for All Students Act, School Violence Intervention & Prevention and Child Abuse Identification
- Taught Art class to sophomore students enrolled in the PASS/Alternative Ed program
- Substitute for New Vision Health class

**Adjunct Professor** – Paul Smith's College, Paul Smiths, NY – Aug-Dec 2018

- Taught Wildlife Management Techniques Lab to junior and senior natural science majors
- Included transect sampling, small mammal trapping for population and diversity estimates, forest habitat management, wildlife diseases, radio collar tracking, home range GIS and population model calculations

**Associate Faculty** – Elmira College, Elmira, NY – Aug 2007-Apr 2008

- Taught Basic Chemistry Labs to freshman and sophomore students

**Adjunct Professor** – Montgomery Co. Comm. College, Pottstown, PA – Aug-Dec 2005

- Taught General Biology (121) through lecture and lab to freshman nursing students
- Included introductory biochemistry, metabolism, photosynthesis, enzymes & genetics

**Laboratory Instructor** – SUNY Fredonia – Aug 2002- May 2004

- Ecology – Taught basic ecology concepts and data collection methods in the classroom and in the field
- Animal Biology – Taught animal classification, morphology and dissection techniques using PowerPoint pre-lab lectures and small group hands-on activities
- Biochemistry – Taught techniques for protein purification and measuring protein activity and characteristics
- Microbiology – Taught aseptic technique, bacteria morphology and identification assessment

**Environmental Educator/Naturalist** – Adirondack Park Agency Visitor Interpretive Center, Paul Smiths, NY – summer 2004

- Taught interpretive canoe paddles and public lectures with live red-tail hawk

**AmeriCorps** – NYSDEC Stony Kill Environmental Education Center – Jan-Mar 2002

- Taught environmental education lessons to NYC school children and the public

## **OTHER EXPERIENCE**

**Diagnostic Technician** – Aug 2019 – current – Bionique Testing Laboratories, Saranac Lake, NY

- Performs routine testing of pharmaceutical materials for Mycoplasma contamination
  - Aseptic inoculation of broth, solid media and cell culture slides
  - Analysis through microscopic review of solid media agar
  - Analysis of cell culture slides through DNA Fluorescent microscopy

**Veterinary Diagnostic Laboratory Technician** – May 2008 – March 2018 – NYS Veterinary Diagnostic Laboratory, College of Veterinary Medicine, Cornell University, Ithaca, NY

### Receiving/Sample Prep Department -

- Initiates sample processing, LIMS entry and sample preparation for department labs

### Bacteriology Department -

- Performs microbiological and immunological tests on veterinary specimens including: culture identification and antibiotic susceptibility analysis, microscopy, serological and ELISA testing
  - Special projects including: writing training documentation and equipment verification
  - Specialized training: National Vet Services Lab Brucellosis Proficiency, DOT HazMat IATA and class 6.2 Infectious Substance B, Bloodborne Pathogen Safety
  - Skillssoft training: Improving Your Technical Writing Skills, Writing for Technical Professionals: Preparation and Planning, Writing for Technical Professionals: Effective Writing Techniques

**Field Assistant** – Adirondack Cooperative Loon Program – May 2002 – Aug 2002

- Collected data (by kayak & motorboat) including: nest site, nest type, number of eggs, number of chicks reaching maturity, chick predation rates, behavioral displays & band identification

**Summit Guide** – Friends of Mt. Arab, Piercefield, NY – Summer 2001

- Conducted natural interpretation to the public at the summit of Mt. Arab
- Created interpretive trail and wrote brochure for public use

## RESEARCH

**M.S. Thesis:** *Insect Availability and Diet Analysis of the Little Brown Bat (Myotis lucifugus) Population at Chautauqua Institution* – with Dr. Karry A. Kazial (SUNY Fredonia) Aug 2002- May 2004

- Compared diet of *M. lucifugus* (through fecal dissection) with available insects (trapping)
- Captured bats, weighed, sexed, aged, and recorded ultrasound in the field. Dissected fecal pellets for diet analysis in the lab.
- Captured available flying insects using malaise trap and sorted to insect order
- Studied the decline of the Chautauqua Institution little brown bat population by bat colony survey
- Organized and recruited volunteers to survey property owners for bat colonies
- Presented thesis findings as a poster presentation at the 2003 North American Symposium for Bat Research, Lincoln, NE
- Awarded Holmburg Foundation Grant and Chautauqua Bird, Tree & Garden Club Grant

### **Undergraduate:**

*The Effects of PCB Contamination on Incubation Behavior Patterns of Tree Swallows (Tachycineta bicolor)* – with Dr. Margaret Voss (SUNY Potsdam) – Spring 2001

- Set up bird nest boxes at several field sites
- Mapped out field sites and monitored for bird nesting

*Environmentally Induced Metabolic Depression in Lungless Salamanders* – with Dr. Margaret Voss (SUNY Potsdam) – Fall & Winter 2000

- Collected metabolic data using indirect calorimetry. Gathered evaporative water loss data and relative humidity data using evaporative water loss chambers and relative humidity sensors on several species of lunged and lungless salamanders.
- Awarded Don Rennie Memorial Award for outstanding poster presentation at the Great Lakes Research Consortium 2001 Student Faculty Conference, Syracuse, NY with undergraduate co-researchers
- Designed, created and published website

# Melinda F. Fredenburg

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## REFERENCES

### **Rick Swanston**

Principal

Adirondack Educational Center/BOCES

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518-891-1330

### **Dr. Jorie Favreau**

Department Chair of Natural Science

Paul Smiths College

jfavreau@paulsmiths.edu

518-327-6911

### **Alison Riley-Clark**

New Vision Health Teacher

Adirondack Educational Center/BOCES

arclark@mail.fehb.org

518-891-1330

### **Dr. Glenn Johnson**

Professor, Biology Department

SUNY Potsdam

johnsong@potsteam.edu

315-267-2710



## **Vice President - Marketing and Enrollment**

### **Report to the Board of Trustees**

**Created November 15, 2020**

#### **Admissions and Financial Aid Team Updates:**

- The leadership team within the Marketing & Enrollment Division continues their work on planning for the 2021 academic year. The Strategic Enrollment (Meredith), Strategic Communications (Amy), Financial Aid (Mary Ellen) and Marketing (me) plans are in the editing phase right now and will be shared with the college in December. Once complete we will attach the division plan to the College Strategic Plan.
- The enrollment team has been holding more 1-on-1 appointments through Zoom and GoogleMeets with prospective students, counselors, etc. We are also offering virtual visit sessions much like we did this past Spring and Summer that focus in on specific types of prospects and their interests. We have recently seen an up-tick in application volume (October was extremely quiet) and we believe that the Winterim and Spring campaigns will generate more prospects and applicants to work with. We will have a very good idea of where we stand by mid-December.
- The Financial Aid team recently wrapped up all of their reporting requirements and began the process of disbursement which happens in conjunction with the Business Office. Soon, we will start awarding the incoming students for Spring semester. They will also be identifying areas where we can improve technologically (Student Portal enhancements and better automation in CAMS) to bring those items to the Administrative Tech Team where all IT projects are discussed and prioritized. This is an area where we need to see great improvements before awarding for next Fall semester begins.

#### **Marketing and Web Team Updates:**

- The 2019-2020 Marketing Summary Report is now complete and we will be holding a webinar to walk through the report with the college community. I've scheduled the webinar for December 2<sup>nd</sup> at noon and I will make sure to include all Board of Trustee members on the invite. We will also take a little time for a sneak peek at the new Strategic Enrollment, Strategic Communications, Financial Aid and Marketing plans.
- Most of the marketing work this past month has been dedicated to the creation of the Winterim and Spring semester advertising campaigns which started running this past week (you'll see some examples of the artwork for online, social and print ads below). The new campaign landing pages can be viewed at [www.nccc.edu/winter](http://www.nccc.edu/winter) and [www.nccc.edu/spring](http://www.nccc.edu/spring). We will be using the same processes to get students accepted, advised and registered as we used for Summer and Fall semesters. It has proved to be a better process and much more convenient for students.
- Our web team has continued to improve old webpages on the college website. We have recently put together a plan to bring all Content Managers together in early December to provide updates and higher-level training. We will also run the workgroup through exercises to better organize the navigation throughout our website. We'll be paying special attention to the site-wide navigation (header and menu structure) and the site-wide footer. This workshop with the Content Managers will identify the work that the Web Team will complete over the holiday break and throughout the Spring semester.







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

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

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



2020-21

NC

WINTER

ENROLL NOW FOR

**WINTERIM**

2020-21

A photograph of a ski lift with several chairs suspended from a cable, moving through a dense, snow-covered evergreen forest. The scene is bright and hazy, suggesting a winter day.



2020-21

NC

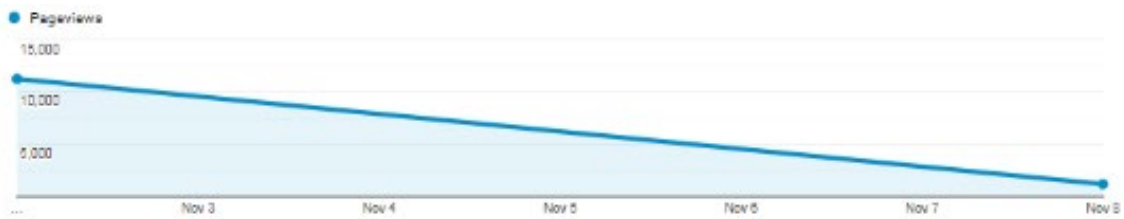
WINTER

ENROLL NOW FOR

**WINTERIM**

2020-21

A photograph of a small, rustic wooden cabin with a snow-covered roof, nestled in a snowy landscape with a dense forest of evergreen trees in the background. The scene is peaceful and wintry.



Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	12,420 % of Total: 100.00% (12,420)	10,293 % of Total: 100.00% (10,293)	00:02:21 Avg for View: 00:02:21 (0.00%)	6,743 % of Total: 100.00% (6,743)	72.09% Avg for View: 72.09% (0.00%)	54.29% Avg for View: 54.29% (0.00%)	\$0.00 % of Total: 0.00% (\$0.00)
1. /	6,422 (51.71%)	5,418 (52.64%)	00:03:58	5,328 (79.02%)	72.58%	69.62%	\$0.00 (0.00%)
2. /programs/	366 (2.95%)	262 (2.55%)	00:00:24	46 (0.69%)	34.78%	12.57%	\$0.00 (0.00%)
3. /registration/index.html	300 (2.42%)	223 (2.17%)	00:00:37	41 (0.61%)	51.22%	20.67%	\$0.00 (0.00%)
4. /apply/index.html	292 (2.35%)	201 (1.95%)	00:02:36	62 (0.92%)	79.08%	52.74%	\$0.00 (0.00%)
5. /library/index.html	228 (1.84%)	190 (1.85%)	00:04:09	47 (0.70%)	85.11%	74.12%	\$0.00 (0.00%)
6. /spring/index.html	224 (1.80%)	184 (1.79%)	00:02:40	70 (1.04%)	98.57%	45.09%	\$0.00 (0.00%)
7. /nursing/index.html	199 (1.60%)	128 (1.26%)	00:00:58	11 (0.16%)	54.55%	18.59%	\$0.00 (0.00%)
8. /office-of-academic-affairs/index.html	141 (1.14%)	104 (1.01%)	00:00:42	9 (0.13%)	93.33%	17.02%	\$0.00 (0.00%)
9. /admissions/index.html	131 (1.05%)	96 (0.92%)	00:00:41	6 (0.09%)	83.33%	10.69%	\$0.00 (0.00%)
10. /registration/college-bridge-registration.html	113 (0.91%)	96 (0.92%)	00:05:42	89 (1.32%)	85.39%	80.53%	\$0.00 (0.00%)
11. /academic-calendar/	110 (0.89%)	101 (0.98%)	00:04:07	49 (0.74%)	79.07%	65.45%	\$0.00 (0.00%)
12. /fall-2020/	98 (0.79%)	89 (0.86%)	00:01:43	26 (0.39%)	80.77%	68.37%	\$0.00 (0.00%)
13. /tuition-fee-and-business-office/index.html	84 (0.68%)	70 (0.68%)	00:02:20	23 (0.34%)	73.91%	50.00%	\$0.00 (0.00%)
14. /live/	82 (0.66%)	71 (0.69%)	00:04:20	66 (0.99%)	84.85%	84.15%	\$0.00 (0.00%)
15. /malone/index.html	82 (0.66%)	69 (0.67%)	00:01:46	40 (0.59%)	62.50%	45.12%	\$0.00 (0.00%)
16. /winter/index.html	80 (0.64%)	66 (0.64%)	00:01:25	25 (0.37%)	40.00%	28.75%	\$0.00 (0.00%)
17. /degrees/index.html	78 (0.63%)	63 (0.61%)	00:00:22	19 (0.28%)	26.32%	11.54%	\$0.00 (0.00%)
18. /nursing/admission-to-the-ess-nursing-m-program/index.html	77 (0.62%)	54 (0.52%)	00:01:37	12 (0.18%)	66.67%	27.27%	\$0.00 (0.00%)
19. /nursing/application-process.html	75 (0.60%)	48 (0.47%)	00:00:26	1 (0.01%)	0.00%	5.33%	\$0.00 (0.00%)
20. /saranac-lake/index.html	75 (0.60%)	48 (0.47%)	00:00:26	12 (0.18%)	66.67%	30.67%	\$0.00 (0.00%)

**North Country Community College  
President's Report to the Board of Trustees  
November 20<sup>th</sup>, 2020**

Greetings to you all,

I hope this finds you and yours doing well and staying healthy. With Thanksgiving just around the corner, it is a reminder that the fall semester is nearing its completion. The month of November provides us with several reminders to count our blessings and give thanks for the gifts and opportunities that have been extended to us. From Veterans Day to Thanksgiving, our calendar prompts us to give thanks for service rendered, for grace offered, and for blessings received.

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

Please find updates from our area below. Respectfully yours,

Joe

★ **Board Matters**

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

★ **Campus and External Relations**

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

<b>Date</b>	<b>With</b>	<b>Location</b>
27 Oct 20	MUS 115Z2 American Popular Music – Dr. Stacey Mascia-Susice	BlackBoard
28 Oct 20	Student Town Hall – Spring 2021	Zoom
28 Oct 20	Radiologic Technology Advisory Board	BlackBoard
29 Oct 20	NC Live – Akwesasne and COVID-19	Zoom
30 Oct 20	President's Council	Teams
03 Nov 20	Essex County and Franklin County Public Health – Fall 202 Wind-down and Spring 2021 Reopening Plan	Zoom
04 Nov 20	COVID-19 Task Force	Teams
05 Nov 20	SUNY – Elections Review and Legislation Update	Zoom
05 Nov 20	Campus Town Hall – Surveillance Testing and Spring 2021 Updates	Zoom
05 Nov 20	NYCCAP – Strategic Enrollment Workshop	Zoom
06 Nov 20	NCCC Long Range and Strategic Planning Comm	Teams

10 Nov 20	NCCC Foundation Board Meeting	Zoom
10 Nov 20	SUNY – COVID Physical Preparedness Workgroup	Webex
10 Nov 20	Meet with Joe Pete Wilson, Essex County Liaison	Zoom
11 Nov 20	Student Government Association	Zoom
11 Nov 20	North Country CC – Workforce Dev Partnership	Zoom
12 Nov 20	President’s Council	Teams
12 Nov 20	College Senate	Zoom
16 Nov 20	Essex County Finance Committee	Elizabethtown
16 Nov 20	NYCCAP Meeting	Zoom
17 Nov 20	Campus Safety Committee	Teams
18 Nov 20	COVID-19 Task Force	Teams
19 Nov 20	NCCC Retiree Breakfast	Zoom
20 Nov 20	Shared Governance Work Group	Teams

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

The Task Force continues to meet every other week. Our guiding principle has been that recommendations should align with ensuring the health and safety of our campus community and beyond. Recently, the Fall 2020 Campus Departure Plan and the Spring 2021 Reopening Plan have been the focus. For Fall 2020, our on-campus instruction and operations serving students return to fully remote starting Monday, November 30<sup>th</sup> and through the end of the semester.

Regarding Spring 2021, we held a Town Hall for the faculty and staff on October 15<sup>th</sup> and one for students on October 28<sup>th</sup>. We met again with our faculty and staff on November 5<sup>th</sup> in a Town Hall, which included updates on Spring 2021 planning. The campus community broadly supports the plan for Spring 2021, one where operations will look like Fall 2020 (i.e. mostly online instruction, mostly online supports, no residential housing, no food service, no athletics). We met with the Public Health Directors of Essex and Franklin County in early November and shared our thinking regarding Spring 2021.

SUNY has recently announced requirements for Spring 2021 operations. With one exception, our thinking aligns with theirs...Spring Break. As one more measure to help control the spread of the virus, SUNY has cancelled Spring Break for colleges and universities. Campuses which are fully remote can request to be granted a waiver. While we are not fully remote, we are close and will be asking for a waiver. As we know more about Spring 2021 plans, including Spring Break, we will keep the campus community informed.

★ **Other COVID-19 Items**

**Fall 2020 Draw-down**

In the wake of recent increases in infections and transmission of the virus in our region which prompted the K-12 schools in Franklin County and the Tri-Lakes to move to remote learning, we met with our campus community to ask for their help in drawing down our on-campus presence even further for all non-essential workers, starting with the Malone campus where the spread is highest currently. We are grateful for the ongoing engagement and willingness to participate in helping to keep our community healthy and safe.

## **Surveillance Testing**

Tara Smith, our Human Resources Director and Campus Safety Monitor, has been leading our efforts in this area. Tara has been setting up and conducting most of the testing thus far. Our Fall 2020 Campus Departure Plan calls for testing all students who are on-campus for instruction and/or receiving services to be tested the week before Thanksgiving Break. That starts this upcoming Monday, November 16<sup>th</sup>, 2020. Mandatory surveillance for students will end at Thanksgiving Break and resume when students return to campus in early February 2021.

All employees who are working on campus are encouraged to participate in testing at no charge to the employee. As a community, we have been doing our best to help limit transmission of the virus, and surveillance testing is one more tool to help us do so. We continue to ask and encourage all of us who are working regularly on campus (regular defined as 1x/week) to participate in surveillance testing. Thank you.

## **What Students Should Know**

As part of our Spring 2021 plan, and in the spirit of transparency with students, SUNY is requiring that we provide students with a list of items that they should know prior to making a decision to return or join us for Spring 2021. Included in the list are our instructional plans, % of courses offered on-campus vs. remote, surveillance testing requirements, screening and testing plans, quarantine and isolation and the Uniform Sanctions Policy. As this is put together, we will share it with the campus community.

### **\* Employee Assistance Services**

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

### **\* 20-21 College Budget**

Our 2020-21 Budget is at SUNY and we are expected to hear from them in the near future. There was some concern for institutions who raised tuition beyond 2% (we did so by 4%) that they could have their budgets returned for restructuring. Recent guidance from SUNY suggested that those budgets would likely pass.

There are no updates to report regarding NYS base aid. The signals all point to a 20% cut of all NYS-funded programs, which we have continued to plan for. We share what those would look like in the table below:

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

\* additional 16% was already factored in during Round 1 of budget cuts (aka The Roadmap)

★ **2021-2022 Budget**

This year's budget is the starting point for next year's and, given the picture of decreasing state aid, I appreciate all the efforts our community has taken to reduce costs and manage the budget.

The Long Range and Strategic Planning Committee has made a recommendation to the Senate regarding tuition and fees for the 2021-2022 year which includes keeping tuition flat and restructuring fees to align more with our value of transparency and assuring that the revenues from fees are driven by and connected to costs not covered by other sources. As the Board knows, tuition and fees are one leg of a three-legged stool of funding for our operations; the other two are county support, and state support.

A small administrative team has been active in modeling, projecting and developing scenarios in preparation for the 2021-2022 budget year. The College closed a 1.4 MM million-dollar gap for the 2020-2021 budget year, which took effort from across the college community. Sadly, those efforts will not be enough to get us through next year as is noted above.

There is concern among some regarding the 2021-22 budget and what actions we should be taking now. The challenge, as we see it, is making the right decision for us today and for our future. We don't want to be premature with decisions at reducing expenses, including our workforce. Nor do we want to be too slow to act. As with many things, finding the sweet spot is the aim. To that end, we will host a campus-wide Town Hall on the 2021-2022 budget and planning after Thanksgiving Break.

★ **NYS Higher Education Services Corporation (HESC)**

Updated guidance from HESC is that we should expect students to be fully funded for the Tuition Assistance Program (TAP) but colleges and universities will experience a 20% holdback on payment.

We have learned that CARES Act funding cannot be used to supplement payment holdbacks from the state, however (see below) there does appear to be an opportunity to award student funding from the CARES Act to students who joined the College in Fall 2020.

### ★ **CARES Act Funding**

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

Here is an update:

- *Student funding:* Thus far, we have dispersed over \$450,000 in funds for students and are exploring ways to disperse the remaining funds. A small team has been working on allocating additional funds to students, including those who started with us in Fall 2020.
- *Institutional funding:* Our *institutional* plan was approved though there is new guidance from SUNY on what constitutes legitimate expenses that the College can claim. We are awaiting further clarification from SUNY before we finalize the use of those funds. The costs associated with refunding student room, board and fees are eligible as are the student laptop program, Summer 2020 professional development series and support for faculty to ready for the fall semester.

### ★ **Opportunities and Partnerships**

Selina LeMay-Klippel, our CTE Coordinator, continues to advance the Basic Wastewater Operations course that the *Northern Border Regional Commission grant* will fund. We are planning to convene interested parties from across the region to advise us on the roll-out and recruitment of those in need of training. Selina has also been working on plans to scaffold the course to high school offerings, providing a new pathway for students.

Sarah Maroun, our VPAA, submitted a grant in consortium with Onondaga Community College and SUNY Jefferson. The grant, a federal Strengthening Community Colleges grant, would provide resources to help fund initiatives related to regional workforce needs pathways, particularly in health care and related fields, as well as cybersecurity.

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

Finally, the Fall 2020 series focusing on the St. Regis Mohawk Tribe and the community at Akwesasne wrapped up last week. Many thanks to the Opportunities group that brought us this very interesting and informative series.

### ★ **Strategic Plan**

Areas of the College (academics, enrollment, etc) have been exploring how their units can align their efforts in support of and to advance the priorities proposed. We are hoping to have something more tangible to work with and to share after Thanksgiving Break.



★ **Middle States/SUNY/NYSED**

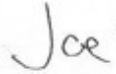
**MSCHE Updates**

We received formal notification by Middle States regarding the rescheduling of our self-study team visit. It will now take place in Fall 2021. We are expecting a visit from the chair of our self-study team to meet with us in Spring 2021 in preparation for the team's visit.

**SUNY**

SUNY remains active in its efforts to limit and contain COVID-19 infections on SUNY campuses. The Fall 2020 Campus Departure Plan and Spring 2021 Reopening Plans are the most recent examples of that. They to provide support and guidance through many of our administrative offices including Chief Academic Officers, Chief Diversity Officers, Chief Student Affairs Officers, Chief Information Officers, and the Presidents' Group to name a few.

That's all for now. Gratefully yours,



Joe Keegan  
President  
North Country Community