

Board of Trustees October/November Meeting Agenda

11:00 a.m. | Friday, November 22nd, 2019

Saranac Lake Campus | HH-105

- I. Call to Order
- II. Oath of Office | Student Trustee
- III. Approval September 2019 Minutes
- IV. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- V. College Reports
 - A. Board Chair
 - o Update | Board of Trustees By-Laws
 - B. Interim Vice President for Academic Affairs
 - o 2019-2020 | #3: Appointment – Nursing Instructor
 - o 2019-2020 | #4: Appointment – Science Instructor
 - C. Vice President for Marketing & Enrollment Management
 - D. Vice President for Administration & Fiscal Operations
 - E. President
 - F. Representative Reports
 - o NCCC Association
 - o NCCC Foundation
- VI. Old Business
- VII. New Business
 - A. NCCC Lactation Policy
 - B. December 20th, 2019 Board Meeting
- 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.*

North Country Community College

Oath of Office

I do solemnly affirm that I will support the Constitution of the United States and the Constitution of the State of New York, and that I will faithfully discharge the duties as a member of the **Board of Trustees of North Country Community College** according to the best of my ability. And I do further solemnly affirm that I have not directly or indirectly paid, offered or promised to pay, contributed or offered or promised to contribute, any money or other valuable thing as a consideration or reward for the giving or withholding a vote at the election if any at which I was elected or appointed to said office, and have not made any promise to influence the giving or withholding of any such vote.

Sign name here:

Type name as signed above.

Affirmed and subscribed to before me on this day:

month day year

Signature of Notarial Officer: _____

AFFIX NOTARY SEAL/STAMP HERE



Board of Trustees Minutes | Friday, September 27, 2019 | Saranac Lake Campus

Board Members Present: Steve Reed, Tim Burpoe, Mary Irene Lee, Pete Suttmeier, Jerry Griffin, Anne McDonald.

Excused: Mark Moeller and Dan Kelleher

Others Present: Joe Keegan, Stacie Hurwitch, Bob Farmer, Sarah Maroun, Chris Knight, Erik Harvey, Shir Filler, Lee Susice, Kyle Johnston, Lisa Symonds, Diana Fortune, Sandra Gothard, David St. Germain.

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

Meeting Minutes

Anne McDonald moved to approve the August 2019 meeting minutes as they were shared. Tim Burpoe seconded the motion. The August 2019 meeting minutes were approved unanimously. (6-0-0).

NCCCAP

Lee Susice reported:

- Labor Management recently met with the NCCCAP team. There was progress made with updating MOUs.

College Senate

Shir Filler reported:

- Senate will be addressing a new method of use regarding emails.

CSEA

No report.

Board Chair Report

Steve Reed reported:

- Both Steve Reed and Pete Suttmeier attended the session with the Middle States Liaison regarding the upcoming self-study report which the College is due to work on and complete by 2021. The board will work together on what needs to be done by their group. Working group VII will need a representative.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- Sarah Maroun shared with the board a list of 16 different degree programs and certificates and their potential fit with the College.

- * For each program Selina LeMay-Klippel rated the feasibility both long/short term to introduce these to the College.

- * Kyle Johnston and Selina LeMay-Klippel are connecting to investigate these items further. Selina will be working with faculty and departments as well.

- * Members of the Board spoke briefly about the potential for a Cyber Security major.

- * The board will be regularly updated on the progress of these potential programs.

- During his recent visit, Bob Bonfiglio, the Colleges Middle States representative, was impressed by the knowledge of the board. Across the board he was happy to see those present were on board and eager to work on the project.

Vice President for Marketing and Enrollment Management

Kyle Johnston was welcomed to the College by Steve Reed and the Board.

- Kyle has been pleased with the College and the Community thus far. His experience has been welcoming and positive. He's frequently visiting the campuses and speaking with the College Community on how to continue the forward momentum of the College.

Vice President for Administration/CFO:

Bob Farmer reported:

Condense Bob's email

- 18/19 on hold – forecast remains the same and expects no significant changes

- 19/20 outlook – ftes short. Team has met frequently and has refocused and developed a budget at 945. Should exceed tuition revenue

- some budgets ear marked. Leaving some left to balance the budget.

- Strategic initiatives were mentioned. More soccer players, increase out of state student scholarships increased 42 to 67.

Adult learners coming in (st. joes rehab, etc.)

- Work from Kyle will be instrumental in the success in these new initiatives.

- Board spoke briefly regarding College Bridge, Second Chance Pell, credentialing/certifications, and our current retention rates.
- Sarah will look into school districts which are not maximizing the Bridge Program – there is a big incentive that goes both ways.

NCCC Foundation:

No report.

NCCC Association:

Bob Farmer reported that today is Beth Quinns last day. A new director, Shannon Warren, has been hired and is due to being in November 1st, 2019. Bob Farmer, Lisa Symonds and Kim Irland will manage the duties of the position until Shannon begins.

The board thanked her for hard work and dedication to the College.

President's Report:

Joe Keegan reported:

- Joe shared with the board a document identifying NCCC Board of Trustees appointments dating back to 1966. The board discussed the findings and discussed its accuracy. It was noted that a student trustee should be voted upon in the coming week by the student body. Jim Brooks will be reviewing and an update will be sent out to the board soon. The board discussed the progress in the vacancy. Joe will reach out to Beth (SUNY Legal) for support.
- Joe shared with the board the College's revised the Mission/Vision/Values and discussed the importance of the new revision. President's Council, College Senate and other entities of the College community were involved in this new proposed mission. The board discussed the proposal and highlighted the need to include student success. This will be revisited in a month.
- Joe shared with the board the strategic opportunities that were discussed at the beginning of the academic year with the College community. The board discussed the document and the importance of the board being involved in the planning aspects moving forward.
- Joe shared that Bob Farmer has been leading weekly meetings discussing the budget and initiatives of the College, and that Kyle Johnston is leading a task force on enrollment and marketing initiatives weekly as well.

Old Business

Steve Reed discussed the suggested revision to the BoT meeting by-laws. There is a significant change in the committee structure. The board discussed the revisions. Members of the board had no objections to the proposed revisions. Steve will work with Stacie regarding these updates.

New Business

Joe Keegan reported there are new Chairs and Vice Chairs for the SUNY Board of Trustees.

Executive Session

Jerry Griffin made the motion to enter Executive Session at 11:55 a.m. in relation to *collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.* Mary Irene Lee seconded the motion. The motion was passed unanimously (6-0-0). Joe Keegan was invited to join the meeting at 11:55 a.m.

Jerry Griffin made a motion to adjourn executive session at 1:40p.m. Mary Irene Lee seconded the motion. The motion was approved unanimously (6-0-0).

Adjourn

Jerry Griffin made a motion to adjourn the meeting. Mary Irene Lee seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 1:40 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

DRAFT

Friday, October 25th, 2019

Motion:

Second:

Action:



**VPAA Report to the Board of Trustees
October 25, 2019**

Please find the report from the Academic Area below.

*** Academic Planning, Programs and Policies:**

- **Academic Planning**
 - **New Program Initiatives:** Selina LeMay-Klippel provided a wealth of options for us to consider while moving new academic programs forward. Currently, we are soliciting input from departments and the college community regarding short and long-term plans for pursuing new programs.
 - **Workforce Development / Continuing Ed:** Dave St. Germain and Selina Le-May Klippel hosted a job fair on October 10th at the Ticonderoga campus. Jane Carpenter recently attended a workforce development event at Clinton Community College on September 30th and a Birth to Three Alliance Forum on October 17.
 - **St. Regis Mohawk Tribe:** Three courses are scheduled for Akwesasne in Spring of 2020.

- **Academic Programs: No recent updates**
 - **AA Lib Arts and Sciences – Hum/Soc Science – Early Childhood/Childhood Teacher Ed Track:** The Humanities and Social Science departments are reviewing the updated worksheets.
 - **Advanced EMT:** We are awaiting Mountain Lakes EMS to review the updated agreement which we need for NYSED to approve the proposal.

- **Continuing Education: No recent updates**
 - **Swim Lessons and Water Aerobics:** Swim lessons are very popular and we have 90 children currently enrolled ranging from 6 months to 10 years old. Another session begins in November with ages 11 and up. Water aerobics is also popular with anywhere from 15-18 people per class.
 - **Pottery:** The first of two evening sessions is currently underway with the second beginning on October 29th.

- **Middle States/Assessment of Student Learning:**
 - **Program Review:** Three program reviews are underway this upcoming academic year: *AAS Radiologic Technology, AAS Chemical Dependency Counseling, and AAS Human Services.*
 - **MSCHE Self-Study:**
 - Dr. Robert A. Bonfiglio visited on September 26th and met with various members of the College community. He made some suggestions to the Steering Committee regarding the Institutional Priorities that we previously identified and voted on as a Senate. The recommendation is to include a commitment to establishing a “culture of assessment” across the institution in lieu of “Enhancing Student Success.” We will work with the Steering Committee to revise those priorities and would like the Senate’s input on moving forward. We submitted the final draft of the Self-Study Design on October 14th.

- **Revised Institutional Priorities:**

- Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
- Expanding community engagement through partnerships and enhancing community integration
- Improving financial sustainability through increasing enrollment and retention

- **College Bridge:** On October 25th, we will host College Bridge faculty on campus for a workshop.
- **Professional Development:** Dave St. Germain is offered a professional development workshop Friday, October 4th from 9:00-9:50 titled *Using Assessment Results to Enhance Student Learning*. Future sessions include online pedagogy. SUNY is hosting two events that may be of interest: *Student Support Summit* on October 28-30 and a *Holistic Student Support* conference on Nov. 7-8th. These are related to the SUNY initiatives on student access and completion. For those faculty members who attended the On Course workshop this summer, there is a follow-up meeting on November 1st to discuss how faculty have used strategies learned at the workshop. All are welcome to attend.
- **Academic Policies:** No updates.

- ★ **Grants and Experiments:**

Here is a brief update on our grants:

- **Strong Start to Finish Grant:** Improving retention and student success will be a recurring theme for us. We used some of this grant funding to host an On Course workshop in August. For this academic year, we will be focused on revisiting a first-year seminar/first-year experience program. SUNY has awarded us some seed money to plan and implement that program over the next two years. Kate Wells, Learning Assistance Coordinator in Malone will facilitate this process.
- **Second Chance:** Classes continue at FCI, Bare Hill, and Franklin Correctional Facilities.
- **P-TECH Programs** – Current enrollment across four cohorts is at 54 students: 15 seniors, 7 juniors, 8 sophomores, and 24 freshmen. We've added a Criminal Justice pathway, which has generated a lot of interest.

Respectfully submitted,

Sarah Maroun

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the first temporary appointment of Sarah Updegraff, to the full-time, 164-day, exempt appointment as Nursing Instructor for the Spring 2020 semester at a pro-rated salary of \$22,895.55.

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 Sarah Updegraff, to the full-time, 164-day, exempt appointment as Nursing Instructor for the Spring 2020 semester at a pro-rated salary of \$22,895.55.

This position is currently funded in the 2019/20 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2019/20 academic year and will not be renewed.

October 25, 2019

2019-2020 | #3

Motion:

Seconded:

Position: Approved/Not Approved/Postponed

(0-0-0)



September 17, 2019

Sarah Updegraff
455 Forest Hill
Saranac Lake, NY 12983

Dear Sarah:

Pending approval by the North Country Community College Board of Trustees at their October 25, 2019 meeting, I am pleased to offer you a temporary, full time, exempt appointment as Nursing Instructor for the spring 2020 semester. Faculty members are expected to report on January 21, 2020. Your immediate supervisor is Sandy Gothard, Nursing Program Director and your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 11 on Schedule C of the 2019-2021 CBA, which is \$45,239. Your per-diem rate based on 164 days is \$275.85. As this appointment is for the spring 2020 semester, which is 83 days, your total wage for this appointment is \$22,895.55.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than September 30, 2019.

Sincerely,

A handwritten signature in black ink that reads "Joe Keegan".

Joe Keegan,
President

cc: Personnel/Payroll File

A handwritten signature in black ink that reads "Sarah Updegraff".
Employee Signature

9/29/19
Date

Sarah E. Updegraff

426 N Jackson St. • Media, PA 19063 • (610) 368-0750 • sarah.updegraff@hotmail.com

EDUCATION

FRONTIER NURSING UNIVERSITY

MSN in Nurse Midwifery and Women's Health

August 2006-January 2009

Currently licensed as:

Registered Nurse and Certified Nurse Midwife in the state of Delaware

Registered Nurse and Women's Health Nurse Practitioner in the state of Pennsylvania

CLEVELAND STATE UNIVERSITY, Cleveland, OH

BS in Nursing (accelerated BSN program)

May 2002- August 2003

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA

BA in Cultural Anthropology / Minor in Latin American Studies

August 1992-December 1995

EXPERIENCE

THE FOUNDATION FOR DELAWARE COUNTY, Chester, PA

January 2017-Present

NURSE-FAMILY PARTNERSHIP

- Bilingual Nurse-Home Visitor for first-time at-risk mothers/families in Delaware County
- Maintain caseload of 25 families
- Provide pregnancy, postpartum, family planning and parenting support, education, and resources
- Assist mothers with goal planning
- Provide mental health, substance abuse, and developmental screenings and referrals
- Member of NFP Client Engagement and Retention and Mental Health Innovations Advisory Committees
- Attend and report back on area meetings and relevant trainings

THE BIRTH CENTER: HOLISTIC WOMEN'S HEALTH CARE, Wilmington, DE

March 2009-January 2017

- Certified Nurse Midwife at free-standing birth center
- Provide AP, IP, and PP care / management for low risk women
- Maintain close working relationship and communication with back-up OB/GYNs
- Provide labor support for high risk women / transfers in hospital setting
- Provide well-woman and problem GYN care
- Provide family planning counseling, options counseling, and STI screening
- Proficient with IUD insertions and trained in Nexplanon insertions

THE BIRTH CENTER, Bryn Mawr, PA

November 2004-April 2008

- Registered Nurse at free-standing birth center
- Provided labor support and assist midwives with vaginal births
- Assessment and care of mother and newborn through 12 hour postpartum stay, including vital signs, medications, lab work, and breastfeeding support
- Discharge teaching of maternal and newborn assessments, vital signs, and postpartum care
- Completed home visits to families 2-3 days postpartum
- Assisted in compiling monthly statistics of birth outcomes
- Co-taught The Birth Center's 4-week series Childbirth Preparation Classes for first-time parents

THOMAS JEFFERSON UNIVERSITY HOSPITAL, Philadelphia, PA

September 2003-April 2005

- Graduate Nurse (September-November), Registered Nurse (November-April 2005) on Labor and Delivery Unit
- On-going assessment, care of, and teaching for well and high-risk pregnant women from admission through delivery (emergent and non-emergent / vaginal and cesarian section) and discharge to the postpartum unit
- Support of women through the birthing experience
- Immediate postpartum and newborn care
- Responsible for completing computer and paper intake assessments, generating individualized Plans of Care, and documenting/communicating assessment findings
- Maintained ethical and team-based approach communication with other partners in care

METROHEALTH MEDICAL CENTER, Cleveland, OH

December 2002-July 2003

- Clinical Assistant on Postpartum Unit
- Performed maternal and newborn vital signs, newborn heel sticks for blood tests, and maternal blood draws
- Completed newborn feedings, weights, and baths
- Assisted mothers with basic postpartum and breast-feeding needs and teaching

DOMESTIC VIOLENCE CENTER, Cleveland, OH

June 2001-November 2002

- Women's Advocate at domestic violence emergency shelter for women and children
- Carried a caseload of four families, completing intakes, family needs assessment, and crisis counseling
- Assisted women with medical, legal, housing, and employment referrals
- Maintained security of house during evening shifts
- Answered crisis calls on domestic violence hotline, involving counseling, making referrals, and bringing families into shelter

SAFEPLACE, Austin, TX

August 1999-May 2001

- Bilingual Family Advocate and Legal Specialist at domestic violence emergency shelter for women and children
- Carried a caseload of six families, completing intakes, initial needs assessments, and crisis counseling
- Assisted women with medical, legal, housing, and employment needs
- Assisted women in petitioning for and receiving Orders of Protection
- Court accompaniment

MILESTONES HUMAN SERVICES, San Francisco, CA

October 1997-April 1998

- Administrative Assistant at nonprofit residential drug and alcohol rehabilitation facility
- Updated and maintained client files in database
- Compiled weekly office billing and monthly program billing for County and State contracts
- Recorded minutes at staff and house meetings
- Maintained correspondence with various community organizations
- Scheduled and planned house and community events
- Extensive contact and interaction with adult drug offender population

CERTIFICATIONS

BASIC LIFE SUPPORT FOR HEALTH CARE PROVIDERS

INFANT MASSAGE EDUCATOR (PCE, NOVEMBER 2018)

TRAUMA INFORMED CARE PROVIDER (Lakeside Global Institute, February 2019)

References available upon request.

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the first temporary appointment of Jamie Strough, to the full-time, 164-day, exempt appointment as Science Instructor for the Spring 2020 semester at a pro-rated salary of \$20,881.97.

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 Jamie Strough, to the full-time, 164-day, exempt appointment as Science Instructor for the Spring 2020 semester at a pro-rated salary of \$20,881.97.

This position is currently funded in the 2019/20 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2019/20 academic year and will not be renewed.

November 22, 2019
2019-20 | #4

Motion:
Seconded:
Action:
Vote:



Letter of Appointment

October 24, 2019

Jamie Strough
22 Broadway
Saranac Lake, NY 12983

Dear Jamie:

Pending approval by the North Country Community College Board of Trustees at their November, 2019 meeting, I am pleased to offer you a temporary, full time, exempt appointment as Instructor for the Science Department for the spring 2020 semester. Faculty members are expected to report on January 21, 2020. Your department chair and immediate supervisor is Rich Martin, Professor. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 18 on Schedule C of the 2019-2021 CBA, which is \$41,260. Your per-diem rate based on 164 days is \$251.59. As this appointment is for the fall 19 semester, which as 83 days, your total wage for this appointment is \$20,881.97.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is ~~Saranac Lake~~. Malton + TDL

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than November 15, 2019.

Sincerely,

Joe Keegan,
President

cc: Personnel/Payroll File

Employee Signature

10/29/19
Date

Jamie Strough

22 Broadway, Saranac Lake, NY 12983

(518) 593-3217

Jamie.Strough@Gmail.com

Diagnostic Laboratory Technician

Diagnostic laboratory technician for a mycoplasma testing laboratory with biology-focused teaching experience as well as a combination of biological and chemical laboratory experience seeking a position for the expansion of my professional career.

EDUCATION

Clarkson University Potsdam, NY

Master of Science, Basic Science

December 2010

Clarkson University Potsdam, NY

Bachelor of Science, Bio-Molecular Science

May 2008

EXPERIENCES & ACCOMPLISHMENTS

Teaching

A total of 20 months served as an instructor for an introductory level biology laboratory course. Experiences included teaching and designing/testing laboratory activities associated with biological diversity studies as well as those applicable to microbiology, protein purification, PCR techniques, taxonomic studies, bioinformatics analysis techniques, and general cellular and molecular biology.

Graduate Level Research/Projects

Assisted with researching a scientific review article regarding Human Papillomavirus and Innate Immunity. Conducted a literature based study of genes associated with human development resulting in a scientific review of current knowledge on gonad development entitled *Separating Male from Female: A Mini-Review of the Genes Associated with Sexual Differentiation and Gonad Development*.

Publications

Co-authored a research article entitled *Impact of Aerobicity on Mollicute Colony Growth on Agar* published in *Advances in Biotechnology & Microbiology* Volume 8, Issue 2. February 2018.

PROFESSIONAL EXPERIENCE

Diagnostic Laboratory Technician

11/2015 - Current

Bionique Testing Laboratories Inc., Saranac Lake, NY

- Prepare, inoculate, and monitor client test samples and control organisms to determine the presence of mycoplasma species via direct culture methods.
- Perform indicator cell culture assay (ICCA) methods including preparation, fixation, staining, and fluorescent diagnostic microscopy to detect mycoplasma or other contaminant presence in samples.
- Maintain positive cell lines (Vero and IH1) for production of control slides utilized in ICCA methods.
- Perform and maintain documentation for weekly tracking/trending analysis of positive controls and provide monthly reports of organism performance.
- Grow, maintain, and aliquot mycoplasma reference standards for use as positive control stock organisms.
- Maintain parental organism, control stock organism, and R&D organism dilution lineage and documentation.
- Execute R&D protocols as per client request.
- Assist Laboratory Director with process improvement testing as requested.
- Perform sample login, inspection, and release for testing activities upon arrival.
- Author, update, and review site SOPs relevant to the Diagnostic Laboratory.
- Serve as a backup/supplemental assistant for the Media Preparation Department.
- Perform documentation practices in accordance with company SOPs and cGMP guidelines.

Media Preparation Technician

05/2014 - 12/2015

Bionique Testing Laboratories Inc., Saranac Lake, NY

- Prepared/sterilized glassware and formulated media, buffers, and other solutions for use in the mycoplasma testing of cell cultures, raw materials, and biopharmaceutical products following cGMP procedures.
- Conducted in-process and qualification testing as needed in media/solution preparations.
- Operated laboratory equipment including autoclaves, glassware washers, pH meters, peristaltic pumps, filtering apparatus, *Avanti J Series* centrifuges, and microcentrifuges.
- Participated in Biosafety Level 2 *Mycoplasma pneumoniae* Antigen production project.
- Authored, updated, and reviewed site SOPs relevant to the Media Preparation Department.
- Maintained testing data records and inventory of laboratory consumables.

- Performed raw material sampling, growth promotion testing, and inspection/release of incoming materials, reagents, equipment, etc.
- Performed documentation practices in accordance with cGMP guidelines, test tracking/trending analysis, record maintenance, and procedure/method preparation.

Laboratory Analyst

04/2013 - 05/2014

Asept Pak Inc., Malone, NY

- Performed sampling and testing of the PW and Clean Steam systems. Testing methods consisted of: Microbial Heterotrophic Plate Counts, Total Organic Carbon analysis, Conductivity testing, Bacterial Endotoxin testing, Total Chlorine testing, and Total Hardness testing.
- Performed in-process and finished product testing for salinity, brix, microbial bioburden, and sterility.
- Environmental monitoring of areas within the facility including cleanrooms, hoods, and production areas.
- Maintained stock cultures, testing data records, and inventory of laboratory consumables.
- Performed raw material sampling, growth promotion testing, and inspection/release of incoming materials, reagents, equipment, etc.
- Performed documentation practices in accordance with GLP's, test tracking/trending analysis, record maintenance, and procedure/method preparation.

Adjunct Instructor

06/2011 – 12/2012

ITT Technical Institute, Lake Mary, FL

- Provided instruction on the basic theories and techniques of microbiology as relating to preparation for a career in nursing.
- Prepared, tested, and oversaw laboratory experiments as well as unit quizzes and exams.
- Created and maintained a laboratory inventory system for course documents and laboratory supplies.
- Maintained an updated faculty development file consistently available for, and in accordance with, requirements for accreditation board review.

Laboratory Instructor

01/2009 – 12/2010

Clarkson University, Potsdam, NY

- Performed laboratory preparation and clean-up procedures on a weekly basis.
- Assisted with development and testing of laboratory activities.
- Instructed students on proper laboratory techniques as related to: preparation of solutions, cell culturing, biochemical manipulation, microbiological analysis, the analysis of nucleic acids and proteins, basic bioinformatics, and evolutionary analysis methods.
- Provided office hours outside of designated class times for additional student assistance.
- Attended weekly instructional meetings.
- Tended to cultures and incubations during non-designated class/meeting hours.

Quality Control Analyst

08/2008 – 11/2008

Regeneron Pharmaceuticals, Rensselaer, NY

- Obtained daily samples from production facilities to determine the quality of the air, surfaces, and water.
- Conducted GMP quality testing of samples from production environment as well as product samples. Methods included: pour plate preparations, membrane filtration of water samples, and various microbial growth procedures.
- Utilized a Laboratory Information Management System for compilation and comparison of sample/testing data.
- Monitored proper gowning procedures among employees within the production facilities.

INTERESTS, EXTRACURRICULAR ACTIVITIES, AND VOLUNTEER WORK

Theta Phi Alpha Alumnae Association of Northern and Central New York

Member: January 2010 – December 2011

Theta Phi Alpha Fraternity

Member: 2007 – present

Corresponding Secretary, Risk Manager, Parliamentarian, and Ceremony Chair: 2007 – 2008

United Way of the Adirondack Region

Volunteer: 2005 – present

North Country Mission of Hope

Volunteer/Missioner: 2003-2005

**Vice President - Marketing and Enrollment
Report to the Board of Trustees
Created October 18, 2019**

Today I've finished up my 6th week of work at NCCC and I've been able to connect 1 on 1 with most of the departmental leadership. We've been focusing our discussions on what's working and what's not. I'm happy to report that most have been very open-minded regarding the changes/improvements that I'd like to make.

Admissions Team Updates:

- The entire admissions team continues to complete Fall college fairs and high school visits. Our own college fair on October 3rd brought in over 300 students.
- Once the admissions team returns, we will work on developing a Strategic Communications Plan which will outline the communication that will happen with all newly acquired prospects and applicants.
- I'm communicating weekly with Customer Relationship Management (CRM) providers seeking an affordable product to improve customer service processes throughout the entire student lifecycle. Students do experience the run-around here at NCCC and we need to shore that up.
- I'm looking at all enrollment processes to get us to a point where they are seamless from a student's first contact with us through their first day of class.
- We are working to find better ways to generate new prospects and applicants organically instead of relying on purchased lists. We will have a smaller pool to work with but we will be able to do a better job of relationship building with them.
- Our spring 2020 focus has been to work extensively with non-traditional students/veterans and to also work with students that were no-shows for Fall semester. No-shows have all been contacted with the majority committing to either Spring or Fall 2020 semesters.

Communications and Marketing Team Updates:

- Our biggest efforts need to be dedicated to the nccc.edu website. It needs to become much more user friendly and eventually be our biggest marketing tool. I'm working with Workshop on search engine optimization and a plan for search engine marketing in the future.
- I've reached out to 4 website developers to get opinions on the current state of our website. My assessment is that we need to create a strategy for how it will be used in the future. This is extensive work but will help to make sure that it is sustainable and modern well into the future.
- We've started work on the landing pages for /apply, /request, and /visit which will become some of our most frequently visited web pages. We need to make this much easier for prospective students and applicants to self-serve.

Financial Aid Team Updates:

- We have cancelled our contract with PowerFAIDs so that we can focus on building out CAMS (our current student information system) correctly. This funding will be re-purposed to provide better resources for students working through the financial aid process. I've been in contact with a company named Ocelot regarding their financial aid videos, chat bots and other resources.
- Departmental cross-training will begin with Admissions staff in November. I'm planning to do cross-training sessions with admissions, financial aid, business office and registrar's office in the next two months. This will help move us towards a "one stop shop" model for customer service.

NCCC Google Analytics
Week of 10-1-19 thru 10-7-19
Top 50 Hits

Pageviews – This is the number of times users view a page that has the Google Analytics tracking code inserted. This covers all page views; so if a user refreshes the page, or navigates away from the page and returns, these are all counted as additional page views.

Unique Pageviews – The unique pageview number counts all the times the page was viewed in an individual session as a single event; so whether a visitor viewed the page once in their visit or five times, the number of unique pageviews will be recorded as just one.

Avg. Time on Page – Time on page represents the average amount of time in seconds, a visitor spends on a particular page. Technically it represents the time between the start time of a given Pageview and the start time of the subsequent Pageview or Event.

Entrances – Entrance represents the number of visits that started on a specific web page or group of web pages.

Bounce Rate – Bounce rate is given as a percentage, and represents the number of visits when users leave your site after just one page; regardless of how they got to your site or how long they stayed on that page.

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate
	13,470 % of Total: 100.00% (13,470)	11,340 % of Total: 100.00% (11,340)	00:02:49 Avg. for View: 00:02:49 (0.00%)	8,058 % of Total: 100.00% (8,058)	72.87% Avg. for View: 72.87% (0.00%)
1. /	8,282(61.40%)	6,938(61.00%)	00:03:55	6,851(85.02%)	72.40%
2. /library/index.html	366(2.71%)	275(2.43%)	00:07:32	29(0.36%)	72.41%
3. /degrees/index.html	359(2.66%)	298(2.63%)	00:00:44	30(0.37%)	56.67%
4. /registration/index.html	261(1.94%)	202(1.78%)	00:01:16	33(0.41%)	72.73%
5. /office-of-academic-affairs/index.html	188(1.40%)	141(1.24%)	00:01:00	12(0.15%)	58.33%

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate
	13,470 % of Total: 100.00% (13,470)	11,340 % of Total: 100.00% (11,340)	00:02:49 Avg. for View: 00:02:49 (0.00%)	8,058 % of Total: 100.00% (8,058)	72.87% Avg. for View: 72.87% (0.00%)
6. /visit-us/index.html	185(1.37%)	163(1.44%)	00:02:42	42(0.52%)	76.19%
7. /3-hour-pre-licensing-course/	147(1.09%)	132(1.16%)	00:04:02	126(1.56%)	91.27%
8. /saranac-lake/index.html	138(1.02%)	118(1.04%)	00:01:39	24(0.30%)	83.33%
9. /news-events/swim-lessons-fall-19.html	129(0.96%)	121(1.07%)	00:01:20	116(1.44%)	92.24%
10. /academic-calendar/index.html	126(0.94%)	116(1.02%)	00:03:08	31(0.39%)	83.87%

Vice President - Marketing and Enrollment

Report to the Board of Trustees

Created November 17, 2019

This month our focus has shifted towards the push for spring term enrollments. We've worked the no-show students for fall, spring semester prospects/applicant/accepted students and kicked-off our newest marketing campaign. Additionally, we have been reaching out to external entities to help open the doors for adult learners and veterans which are the groups that have the highest potential to start spring semester.

Enrollment Team Updates:

- The Enrollment Team is starting to wrap-up the fall college and high school visit schedule. They're now shifting focus towards secondary visits within our region and planning for spring.
- Our strategic communications plan will be built organically over the course of the next year. We will add communication and marketing campaigns that bear fruit to the plan as we go. By this time next year we will have a formalized 2021-2022 plan.
- I continue to meet with outside providers to help with our technology needs that will improve customer service processes throughout the entire student lifecycle. Students do experience the run-around here at NCCC and we will shore that up.
- We have now booked a college-wide customer service training (Fred Pryor) for January 10th that is aimed at a student's first contact with us through their first day of class and beyond.
- So far, our spring numbers of applicants and prospects are down which is strategic and not a short-fall. We're working with smaller pools of students and are already yielding more actual accepted students because the work is becoming more focused.
- PowerFAIDs contract has been canceled and the focus has shifted towards building out CAMS (our current student information system) to a greater level. This funding will be re-purposed to provide better resources for students working through the financial aid process. I've been in contact with a company named Ocelot regarding their financial aid videos, chat bots and other resources.
- EXPRESS ENROLLMENT: Last year's first event: 9 students. This year's first event: 23 students

Marketing and Web Team Updates:

- We have continued to build out the new program pages as well as the /apply, /request and /visit pages. We also brought together the folks from the LAC's this past Friday to talk about their overall marketing and web presence for the future. We will be working with them for a re-branding of their support services to help drive more traffic their way.
- Work has begun to develop Strategic Enrollment Management plans for 5 program areas: Business, Human Services, Massage Therapy, Criminal Justice and Wilderness Recreation Leadership. The plans will include tactics to boost enrollment as well as new marketing plans focused solely on these programs. The goal is to have them all put together by the end of this calendar year so promotional activities can roll out this spring.
- Web content continues to be a struggle so we will be bringing all Content Managers together on December 5th for a training. The goal is to have less content managers so we can focus in on their training. This is a specialty, so it needs to become a bigger part of their jobs.

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GET A FRESH START.

**North Country Community College
President's Report to the Board of Trustees
October 25th, 2019**

Greetings to you all. Midterm exams are behind us, College Bridge is largely wrapped-up for the year and Halloween is just around the corner. We are all hoping for treats rather than tricks this All Hallows Eve. I hope this finds you well.

*** Campus and External Relations**

As the Board knows, I have been making a concerted effort to get out and about and meet with folks from across the region in support of the College and our work. Over the past couple of months, these have included:

Date	With	Location
9/3/2019	Doug Haney, Ken Aaron, Kelly Hofscheider – Great Range LLC	Saranac Lake, NY
9/5/2019	SUNY and US Navy Regional Discussion on Sexual Assault and Sexual Harassment	New York, NY
9/6/19	Franklin Correctional Graduation Ceremony	Malone, NY
9/9/10	Barbara Tagg, Adk Children's Choir	Saranac Lake, NY
9/10/19	NCCC Foundation Meeting	Saranac Lake, NY
9/10/19	Malone Campus Visit with Kyle Johnston	Malone, NY
9/11/19	Greg Janisewski, Vice-Chair of Franklin County Board of Legislators	Chateaugay, NY
9/12/2019	Dr. Ty Stone, President of Jefferson Community College	Saranac Lake, NY
9/12/2019*	SL Chamber of Commerce Welcome Event	Saranac Lake, NY
9/13/2019	Bare Hill Correctional Graduation Ceremony	Malone, NY
9/16/2019	Richard Merchant, President, New York State Association for Rural Health	Saranac Lake, NY
9/17/2019	Adirondack Planned Giving Society Donor Panel	Lake Placid, NY
9/19/2019	Bob Barlow, President, RMB Marketing	Saranac Lake, NY
9/20/2019	Willie Janeway, Executive Director, Adirondack Council and Joe Pete Wilson, Supervisor, Town of Keene	Malone, NY
9/24/2019	NCCC Retiree Breakfast	Saranac Lake, NY
9/26/2019	Middle States Self-Study Visit with Dr. Bob Bonfiglio	Saranac Lake, NY
10/02/2019	Sylvie Nelson, Executive Director, North Country Workforce Development Board	Saranac Lake, NY
10/03/2019	SUNY Prison Education Working Group Phone Conference	Saranac Lake, NY
10/8/2019	Richard Merchant, President, and Paul Dingman, Chair, New York State Association for Rural Health	Saranac Lake, NY
10/9/2019	Charlie Harrington, Crown Point Town Supervisor	Crown Point, NY
10/9/2019	Joe Giordano, Ticonderoga Town Supervisor	Ticonderoga, NY
10/11/2019	Regional K-12 and BOCES Superintendents Meeting	Saranac Lake, NY
10/11/2019	Nursing Advisory Board Meeting	Saranac Lake, NY
10/17/2019	Kim Bouchard, Artistic Director, Pendragon Theatre and SUNY Potsdam Professor Emeritus	Saranac Lake, NY

10/17/2019	Ti Area Chamber of Commerce Event	Ticonderoga, NY
10/18/2019	Rad Tech Advisory Board Meeting	Saranac Lake, NY
10/22-23/2019	SUNY President's Fall Meeting	Albany, NY
10/23/2019	North Country Regional Forum on Learning for Work proposed legislation	Lowville, NY
10/24/2019	Malone Chamber of Commerce Event	Malone, NY

** A thank you to Diana Fortune, Chris Knight, Selina LeMay-Klippel, Matt Courtright, Mary Scarf, and countless others who helped make these wonderful events celebrating the College and our place in the North Country.*

* **Administrative Updates**

No update to report.

* **Board Composition**

We are still waiting to hear back from Franklin County regarding on whether they have any record of the agreement between the counties on how the “rotation” appointee (it changes hands between the counties every seven years?) is selected.

Earlier this month, I reached out to Joe Giordano, the Ticonderoga Town Supervisor regarding his notifying the Essex County Board of Supervisors Chair, Shaun Gillaland, of his desire to move Donna Wadsworth's name forward to fill out Anne McDonald's seat effective January 1, 2020. As we learned from Jim Brooks, the College's attorney, with the exception of the student appointee, board members' terms run from July 1st through June 30th and are for seven (7) year terms, unless the member is filling a vacant seat and then they hold the seat until the term has ended. In the event that a vacancy is not filled immediately, the trustee will serve in their trustee capacity with full trustee power until the replacement is selected and sworn in. If Donna Wadsworth is appointed in January 2020, her term will run until June 30th, 2026.

Regarding the student trustee, a student has been elected and we are awaiting her decision on whether to accept the position or not. Hopefully, we will have a decision by the time of our October 25th, 2019 meeting.

* **Strategic Plan**

The Opening Day Strategic Planning items have been being refined by President's Council and Long Range and Strategic Planning Committee. As the Board will recall, we are looking for a few action items that were priorities for the College, understood and supported by the College community and could be collectively moved towards this year. As we are in the middle of that process, I will share those updates with you at the October 25th, 2019.

* **Mission, Vision, and Values**

At our last meeting, the Board raised some good questions about the wording of the mission and the restructuring of the values statements to be more outward-facing for prospective students and families. That input was helpful and we drafted some changes based on that input. Those changes were reviewed by and expanded on by President's Council. We have moved those out to the College Senate, CSEA and NCCCAP requesting their input and, we hope, support.

* **Middle States/SUNY/NYSED**

Self-Study

The self-study process is fully underway, with our Steering Committee and Working Groups nearly full populated. There are formal opportunities (i.e. a membership slot on the Steering Committee and slots on Working Groups) as well as informal opportunities (i.e. open forums

later in the process) for the Board to participate. We would welcome a Trustee to serve in any of those capacities.

Attached is the most current draft of the Self-Study Design. This was developed by the College (most notably Sarah Maroun) and will serve as the guide to the College for how's and what's of conducting our self-study. As Sarah Maroun noted in her report, our meeting with Dr. Robert Bonfiglio led to some changes, particularly to what we had defined as institutional priorities. The revised ones are:

- Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
- Expanding community engagement through partnerships and enhancing community integration
- Improving financial sustainability through increasing enrollment and retention

SUNY

No updates to report.

* **Enrollment:**

Kyle and his team have been quite active working to continue efforts in 19-20 recruitment while simultaneously working on bringing in the Fall 2020 class. There continues to be an emphasis on outreach to and recruitment of non-traditional students as well as veterans alongside our traditional recruitment efforts.

One of the key steps Kyle has taken is to meet with folks within and without the College community to get a sense of what is working well and where do we have room for improvement. He has also been meeting weekly with an Enrollment Task-Force with representation across the campus to help make the best decisions regarding how to strengthen and improve our enrollment, both on the recruitment and retention sides. Two areas where improvements are possible include making processes more streamlined and helpful for students (customer-service) and updating our marketing plan.

* **19-20 College Budget:**

With Board support, we reached out to CSEA and NCCCAP to explore the possibilities of offering a \$25,000 retirement incentive to faculty/staff with 25 or more years of service effective at the end of this semester. There are some nine folks eligible who have until November 15th, 2019 to let us know if they are interested.

Bob and his team have continue to look at ways to chip away at the projected budget deficit as he will report.

* **Campus Safety:**

Over the Summer 19 semester, we convened a group of department stakeholders to review the recommendations of the Campus Safety Committee and have committed to and begun to address as many of them as possible. Those include placing phones in each classroom, updating our First Aid kits and co-locating them near our AEDs, installing lock-devices on classroom doors, among others. These updates are continuing to roll-out across the three campuses.

* **Staff Appointments:**

- NA

I look forward to seeing you at our meeting.

Respectfully yours,

Joe Keegan

Joe Keegan
President
North Country Community College

**North Country Community College
President's Report to the Board of Trustees
November 20th, 2019**

Greetings to you all. It seems as though the semester had only just begun, but...in fact, there are only three weeks remaining. As you will see from our various reports, the faculty and staff have been hard at work. They are an incredible group of professionals and we are fortunate to have them part of the North Country CC family. Before we break for Thanksgiving, please find my report here. I wish you and yours a very Happy Thanksgiving!

★ **Campus and External Relations**

Here are some highlights of events, contacts and interactions that I have been able to participate in over the last month or so.

Date	With	Location
10/17/2019	Ti Area Chamber of Commerce Event	Ticonderoga, NY
10/18/2019	Rad Tech Advisory Board Meeting	Saranac Lake, NY
10/22-23/2019	SUNY President's Fall Meeting	Albany, NY
10/23/2019	North Country Regional Forum on Learning for Work proposed legislation	Lowville, NY
10/24/2019	Malone Chamber of Commerce Event	Malone, NY
10/30/2019	NCCC Retiree Breakfast	Saranac Lake, NY
10/30/2019	Meeting with Kathy Hughes, NAHEC	Saranac Lake, NY
11/4-5/2019	New Presidents Orientation – SUNY	Albany, NY
11/6/2019	Regional Rural Issues Forum – CV-TEC	Plattsburgh, NY
11/8/2019	Business Programs Advisory Board	Saranac Lake, NY
11/8/2019	College Senate Meeting	Saranac Lake, NY
11/14/2019	Veterans Panel – NCCC	Malone, NY
11/15/2019	Hosted SUNY Trustee Eunice Lewin	Saranac Lake, NY
11/19/2019	Saranac Lake HS – National Honor Society Address	Saranac Lake, NY
11/21/2019	Adirondack Health's Ambulatory Surgery Unit - Grand Opening	Saranac Lake, NY

**A thank you to Diana Fortune, Chris Knight, Selina LeMay-Klippel, Matt Courtright, Mary Scarf, and countless others who helped make these wonderful events celebrating the College and our place in the North Country.*

★ **Administrative Updates**

Stacie Hurwitch pulled together an updated organizational chart for the entire College. A link was shared with President's Council for review. Once finalized, we will share it with the entire campus community.

★ **Board Composition**

We are welcoming our new trustee, Vondell "Von" Livingston, who was elected by the NCCC student body this semester to serve in that capacity.

There are three additional items related to the board that we are waiting on:

- Anne McDonald's replacement (I have reached out to Shaun Gilliland, the Chairman of the Essex County Board of Supervisors regarding Donna Wadsworth's candidacy and hope to have information for you at the meeting).
- Pete Suttmeier's seat: Steve Reed was invited to meet with Franklin County to discuss their willingness to support a new term for Pete, whose appointment is the "rotational" one. Pete filled Tom Michael's seat in 2017 until the end of the term in 2019. Tom had been on the BOT for the better part of two seven-year terms and the appointment was slated to revert to Essex County, where Pete hales from.
- Governor's Appointments: there is one vacancy and one expired appointment (Mary Irene Lee) and a 3rd appointment (Tim Burpoe's) which expires in June 2020. I have asked for help from SUNY's counsel and will share what I learn at the Board meeting.

★ **Strategic Plan**

The Opening Day Strategic Planning items were refined by President's Council and Long Range and Strategic Planning Committee and shared with the Senate for their November 8th, 2019 meeting. PC recommended nine items for consideration, two (2) which were already in motion, four (4) to consider addressing this year, and, three (3) to defer. The Senate requested some further details on each, which were shared last week. A summary is attached for you here. We will be asking the Senate provide us with input on and/or endorse those recommended for action at their December 2019 meeting.

★ **Mission, Vision, and Values**

At the September 2019 Board of Trustees' meeting, the Board raised some good questions about the wording of the mission and encouraged us to consider restructuring the values statements to be more *outward-facing* for prospective students and families. That input was helpful and we drafted some changes based on that input. Those changes were reviewed by and expanded on by President's Council and have included those for you here. These have been shared with the campus community and we will be holding an open forum on them by semester's end. We are sensitive that this is a busy time and these changes will impact us all, so a more deliberate process is in everyone's interest. I would expect that we will have these back before the Board at your January 2020 meeting.

★ **Middle States/SUNY/NYSED**

Self-Study

Our Self-Study was formally launched with the development of the Steering Committee in mid-September and the subsequent populating of our working groups. On Friday, October 25th, 2019 we were informed by our Middle States liaison, Dr. Robert Bonfiglio, that our Self-Study Design was accepted. Thus we are formally and fully underway with our self-study! Dr. Bonfiglio noted *"I commend the Steering Committee for their framing of the responsibilities of each working group, and for its comprehensive Communication Plan. The commitment of North Country Community College to a successful self-study process is evident in its efforts thus far, and I am accepting the self-study design."*

Included in our self-study are our institutional priorities which will help inform our work as well. They are:

- Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
- Expanding community engagement through partnerships and enhancing community integration
- Improving financial sustainability through increasing enrollment and retention

SUNY

On November 15th, 2019, SUNY Trustee Eunice Lewin visited us at our Saranac Lake campus. Trustee Lewin, who is in addition to her role as trustee, serves on the Trustees Community Colleges Committee. This was her 64th SUNY campus that she has visited as a Trustee. She spent her time visiting with students, faculty and staff while here. After her visit she shared that the students she met with told her that they were here because of who we are...a community that is kind and caring. She went on to say *"It was absolutely my honor to visit your campus today. From the moment I entered and was greeted by your staff I knew it is a special place."*

* **Enrollment:**

Kyle and his team have been quite active working to continue efforts in 19-20 recruitment while simultaneously working on bringing in the Fall 2020 class. There continues to be an emphasis on outreach to and recruitment of non-traditional students as well as veterans alongside our traditional recruitment efforts. In addition, the faculty and staff have been working hard on helping continuing students register for Spring 2020. Thus far, we are seeing positive results as we have 40 more students registered at this time when compared to last year (2019 = 548; 2018 = 508).

Kyle will be speaking to some of the changes he has been implementing, including leveraging and augmenting existing funding for marketing and recruitment.

* **19-20 College Budget:**

With Board support, we reached out to CSEA and NCCCAP to explore the possibilities of offering a \$25,000 retirement incentive to faculty/staff with 25 or more years of service effective at the end of this semester. There are some nine folks eligible but none who opted for it. In discussion with CSEA and NCCCAP, there was a sense that folks were concerned about ending mid-year and about costs of insurance once retired. Based on those discussions, we have outlined a new proposal which we will discuss with the Board later.

* **Campus Safety:**

As a community, we have been addressing several recommendations from the Campus Safety Committee including infrastructural changes (i.e. phones in classrooms, offices and labs; safety door-locks in classrooms, security camera updates, AED/First Aid Kit updates and co-location) as well as planning and procedures. A smaller group of administrative and departmental staff met on November 7th, 2019 to continue this work, ensuring that all are familiar with the established campus safety procedures and protocols. That group is continuing to meet to strengthen our emergency preparedness and response, starting with improving communications. Many thanks to all who have played a part in this!

* **Staff Appointments:**

We have welcomed our new NCCC Association Executive Director, Shannon Warren, to the campus community. Shannon, who hold an MBA from the University of Maryland's University College, joined us on November 4th, 2019. Prior to arriving here, Shannon served as the Assistant Director of Residence Life, University of Maryland – Eastern Shore.

* **Other:**

Some other items that we are working on include:

- Responding to the *Fall 19 Work-life Survey* which identified areas in the physical plant and IT area to improve our faculty and staff's work-life.

- ***Institutional Goals:*** as part of our self-study, it became evident that our institutional goals were difficult to discern, as they had been reframed and restructured over the last decade. We have proposed a new, streamlined set that align with our mission, our values and our institutional priorities, and will guide our strategic planning in the future. At this point, we are looking to create a forum to share the draft with and receive input from the campus community.
- ***Policy development:*** we are working on creation/updating policies ranging from campus access to the use of video cameras as part of campus safety. As these are fleshed out further, we expect that they will work their way to the Board for consideration.
- ***SL Master Plan:*** Now that the legislators' and supervisors' races are nearly complete, I'd like to work with the Board on the next steps for moving the SL Master Plan proposal forward.

I look forward to seeing you at our meeting.

Respectfully yours,



Joe Keegan
President
North Country Community College

Table #3 – 2019-2020 Strategic Action Descriptions

#	Strategic Action	Description	Recruitment, Retention, Completion
In Progress			
1	Supporting underprepared students: enhanced early intervention, program wraparound services/resources including academic/food and shelter insecurity	Develop and fund resources and supports to assist underprepared students so as to improve retention and completion opportunities. These include a host of existing efforts such as Quantway, developmental English, retention specialists, AMP, Strong Start to Finish and exploration of new resources including updated and modified CSP 100 College Success Seminar.	Retention and Completion
2	New Academic Programs	In addition to efforts coming from individual departments, the College has resourced the Coordinator of Career and Technical Education Program and Curricular Development to lead our efforts in identifying 1-2 new CTE programs or certificates for the 19-20 academic year.	Recruitment
PC Recommended Action Items			
3	Customer Service: Institution-wide student-focused customer service re-tooling	Examining and assessing current practices and processes in how effectively they serve prospective students, families and the public and making changes to improve College operations. In some cases, our operations have been designed to serve the institution more than the student/prospective student. This initiative proposes to retool that.	Recruitment, Retention, Completion
5	Foundation and Scholarships: increase annual fund for scholarships	Currently, the College scholarships students to the tune of some \$300,000 annually which comes out of the operating budget. Increasing the amount of scholarship dollars available for the College to distribute that fall outside the operating budget has the potential to reduce our budget deficit.	Recruitment, Retention, Completion
6	Develop alumni network and communication to help fundraise and support the institution	There has been a felt sense for years that we are missing out by not engaging our alumni more fully to assist in raising funds and supporting the institution. Again, the idea is that this would be an additional source of revenue to help offset operating costs. The challenge is that it is currently not resourced and may have more value from a public relations perspective than a financial one.	Recruitment, Retention, Completion
9	Institutional Research metrics/dashboards: create, curate, resource and maintain most important IR metrics	Virtually every department relies upon institutional data to plan, deliver and assess institutional effectiveness. From end-of-the-semester program assessment to program review, grant application to grant report, marketing plan to students enrolled, first year retention to first time completion, the list is endless and our abilities are mismatched with our needs. This proposes to address that so we are better positioned in these and other areas.	Recruitment, Retention, Completion

PC Recommended to Defer		
4	New Athletic Programs	<p>It was recommended that we explore adding athletic programs such as club hockey, golf and men's lacrosse as a means of increasing recruitment. There are some challenges in doing so, including limitations on our existing facilities (e.g. insufficient locker rooms; singular playing field, limited hours for practice indoors due to current demands for gym). Until these can be answered, it makes sense to defer the recommendation.</p> <p>This proposal seemed mostly focused on retention, though it could be argued that strengthening faculty and staff connections has the potential to assist with recruitment and completion. While seemingly strategic, it was not fleshed out in ways that we felt we could plan specific steps this year. Perhaps the Campus and Student Life Committee might be able to explore the idea further this year and provide the administration with further ideas on what this might look like?</p>
7	Strengthen faculty and staff connections with students: clubs, other forms of interaction	<p>While we all share the concern of the high cost of quality day-care for our students and staff alike, this was one idea that was easy to get behind but much more challenging to execute. Thus, we opted to defer on it for this year. Again, if the campus community was interested, we could form a task-force that could make some recommendations on whether (or how) such opportunities might be feasible for us to pursue.</p>
8	Child-care: explore operating day-care center on campus or similar opportunities for affordable, high-quality day-care options for students	



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	Current	Proposed Spring 19	Proposed Oct 10, 19	Proposed Nov 7, 19
Mission	North Country Community College provides an exceptional learning and community building experience for all who seek it, challenging and supporting all individuals in their educational and personal growth.	North Country Community College ensures open access to high quality postsecondary education and contributes significantly to the development of our communities by preparing an educated citizenry and skilled workforce. We offer transfer and career programs customized to serve specific individual, community, business and economic development needs.	Building upon a strong foundation of academic excellence and responsiveness to community and regional needs, North Country Community College offers academic programs preparing students for transfer and careers, as well as programs focused on workforce development and lifelong learning. Our mission is guided by the themes of access, affordability, opportunity and student success.	NCCC provides open access to high quality academic programs that prepare students for transfer and career success. The College contributes significantly to the success of our communities by cultivating an educated citizenry, a skilled workforce, and opportunities for lifelong learning.
Vision	Current North Country Community College will be a leader in higher education. We will provide a quality education that enhances opportunity, growth and success for our students and community.	Proposed Spring 19 Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.	Proposed Fall 19 Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.	NCCC will provide opportunity, growth, and success for our students and community. We are committed to instruction and services that build on the unique environment of the Adirondacks and our institutional values of compassion and kindness to nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.
Values	Current <ul style="list-style-type: none"> Honest, open and timely communication Shared Governance Mutual respect for Diversity and Individuality Accountability and Integrity Openness to Change Transparency Intellectual Curiosity 	Proposed Spring 19 <ul style="list-style-type: none"> Honest, open and timely communication Shared Governance Celebration of Diversity and Individuality Accountability and Integrity Openness to Change Transparency Intellectual Curiosity 	Proposed Fall 19* <ul style="list-style-type: none"> Academic Rigor and Intellectual Curiosity Accountability, Integrity and Transparency Diversity and Individuality Openness to Change Shared Governance 	Proposed Fall 19* <ul style="list-style-type: none"> Academic Rigor and Intellectual Curiosity Compassion and Kindness Accountability, Integrity and Transparency Diversity and Individuality Openness to Change Shared Governance

**North Country Community College
President's Council
Mission and Vision Statements Update
October 10, 2019**

Background

In December 2018, as the College began to prepare for our upcoming self-study, we saw an opportunity to review our mission, vision and values, which were last updated in 2011, and ensure that they reflected our understanding of who we are and what we hope to accomplish as an institution. The Self-Study process directed our attention to the fact that the new self-study approach and the *Standards for Accreditation and Requirements for Affiliation* which it is founded upon, ask institutions to reflect on and assess how well their actions align with their mission.

Spring 19 Review

To that end, we decided that we would seize the opportunity to reconsider them all which led to a series of engagements with the College community throughout the Spring 19 semester. We sought to be as inclusive in the process as possible, bringing as many constituent groups to the table as possible. The process included engaging the College community through multiple means, including hosting two campus-wide open forums, establishing an agenda item for discussion and review at a President's Council meeting, a formal review from our College Senate as well as a formal review by our faculty and professional staff union (NCCCAP). The latter two groups approved those changes in May 2019.

Fall 19 Board of Trustees Review

At their September 27th, 2019 meeting, the Board of Trustees was asked to review the proposal and, if in agreement, approve them. After their review, the Board expressed their support of the process and the updated mission and vision, but recommended we reconsider the ordering and some wording of the values section. Specifically, they observed that the values seemed more inward-focused, communicating to the College community what we valued, rather than to prospective students and their families. For example, the first two values we list are:

- *Honest, open and timely communication*
- *Shared Governance*

While meaningful for us, the Board wondered whether or not *shared governance* was understood by a student or their family, let alone whether it would help them decide whether the College was a good fit. They also noted that there was an *absence of academic/intellectual rigor* expressed in our values, which seemed inconsistent, given our mission as an institution of higher education. The Board also cautioned us from too tightly defining our mission and noted that the newly proposed mission seems to communicate that we are more workforce-focused than education-focused.

Next Steps

Below, you will find a reframing of our mission statement along with some restructuring of our values with an eye towards communicating those to both an external and internal audience. We noted we would bring these back to the College community for review and discussion and look to have these before the Board at their October 25th, 2019 meeting. At this point, we will start the discussion with President's Council, hold a College-wide open forum, move onto the College Senate and to NCCCAP, following the path taken during the Spring 19 semester.

Fall 19 Proposal

	Current	Proposed Spring 19	Proposed Fall 19
Mission	<p>North Country Community College provides an exceptional learning and community building experience for all who seek it, challenging and supporting all individuals in their educational and personal growth.</p>	<p>North Country Community College ensures open access to high quality postsecondary education and contributes significantly to the development of our communities by preparing an educated citizenry and skilled workforce. We offer transfer and career programs customized to serve specific individual, community, business and economic development needs.</p>	<p>Building upon a strong foundation of academic excellence and responsiveness to community and regional needs, North Country Community College offers academic programs preparing students for transfer and careers, as well as programs focused on workforce development and lifelong learning. Our mission is guided by the themes of access, affordability, opportunity and student success.</p>
Vision	<p>Current</p> <p>North Country Community College will be a leader in higher education. We will provide a quality education that enhances opportunity, growth and success for our students and community.</p>	<p>Proposed Spring 19</p> <p>Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.</p>	<p>Proposed Fall 19</p> <p>Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.</p>
Values	<p>Current</p> <ul style="list-style-type: none"> • Honest, open and timely communication • Shared Governance • Mutual respect for Diversity and Individuality • Accountability and Integrity • Openness to Change • Transparency • Intellectual Curiosity 	<p>Proposed Spring 19</p> <ul style="list-style-type: none"> • Honest, open and timely communication • Shared Governance • Celebration of Diversity and Individuality • Accountability and Integrity • Openness to Change • Transparency • Intellectual Curiosity 	<p>Proposed Fall 19</p> <ul style="list-style-type: none"> • Academic Rigor and Intellectual Curiosity • Accountability, Integrity and Transparency • Diversity and Individuality • Openness to Change • Shared Governance



*North Country Community College
MSCHE Self-Study Design*

Submitted to

Middle States Commission on Higher Education

from

NORTH COUNTRY COMMUNITY COLLEGE
Saranac Lake, NY 12983

Joseph Keegan, College President

October 14, 2019

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Self-Study Design Draft

October 10, 2019

I. Institutional Overview

North Country Community College (NCCC) is beginning its 52nd year as the only public institution of higher education in New York State's Adirondack Park. One of thirty community colleges within the SUNY System, North Country is sponsored by Essex and Franklin counties, which cover a 3,500 square-mile area with 90,000 residents between both counties. The College's enrollment stems mostly from residents within these counties; however, students from outside of Essex and Franklin Counties also find North Country an attractive place to learn and study.

The College's main campus is located in Saranac Lake, NY, a community shared by Essex and Franklin counties, with branch campuses in Malone (northern Franklin County) and Ticonderoga (southern Essex County). In 2017, the College added an additional four branch campuses as part of the Second Chance Pell experiment, three within the New York State Department of Corrections and Community Supervision (DOCCS) system (Adirondack Correctional in Ray Brook, NY, Bare Hill Correctional in Malone, NY and Franklin Correctional in Malone, NY), and one at the Federal Correctional Institute in Ray Brook, NY. Courses are also offered at twenty-seven area high schools (additional locations) as part of College Bridge, NCCC's dual-enrollment program. The College recently added an additional location to our offerings on Akwesasne, the St. Regis Mohawk Territory in northern Franklin County.

The College offers twenty associates degrees and five certificate programs, designed to prepare students for transfer and/or the workforce. In recent years, we have responded to student interest in online programs, adding three online programs to our offerings.

Programs cluster in a number of categories including allied health, business, environmental (including wilderness recreation), fine arts (including computer graphics), human services (including criminal justice) and the liberal arts. A strong applied learning focus is integral to several programs, and in programs designed to prepare students for the workforce, NCCC works with community and educational partners to continually collaborate on ways to improve the programs and the college experience to better prepare students for employment.

The student body at North Country is a tale of three campuses. The Saranac Lake campus, the only one which has on-campus residence options and inter-collegiate athletics, tends to have a younger and more diverse student body. It also boasts the highest number of programs, with our Radiologic Technology, Massage Therapy and environmental programs only located on the Saranac Lake campus. The Malone and Ticonderoga campuses have a narrower range of programs for students and tend to have a more local student body. As noted, the Malone campus is geographically close to Akwesasne, home to the St. Regis Mohawk Tribe, and thus tends to enjoy the larger share of native students enrolled on that campus. Students from St. Lawrence County, and to a lesser extent, Clinton County, also find the Malone campus a viable option, particularly as it applies to NCCC's allied health programs. The Ticonderoga branch

campus, which is quite close to Vermont, sees a number of students from the Green Mountain State attending NCCC, again particularly for our Practical Nursing and Associate's Degree in Nursing programs.

In preparation for NCCC's self-study, the College community undertook a review of its mission, vision, and values during the Spring 2019 semester. These were last updated in 2011. The process for making changes included engaging the College community through multiple means, including hosting two campus-wide open forums, establishing an agenda item for discussion and review at a President's Council meeting, a formal review from our College Senate as well as a formal review by the faculty and professional staff union (NCCCAP). The latter two groups approved changes in May 2019. During the September Board of Trustees meeting, the revisions were reviewed and some suggestions and questions arose. An updated version of the mission, vision, and values statement was put forth and will be voted on by the College Senate during the Fall 2019 semester. A table documenting the prior and pending adopted mission, vision and values is provided below.

At the start of the 2018-19 academic year, President Dr. Steven Tyrell, announced he was stepping down on June 15, 2019, after seven years at the College. Over the last year, the College completed a search for the presidency, resulting in the selection of the Vice President for Academic Affairs and Accreditation Liaison Officer, Joe Keegan, as the College's seventh (7th) president. Our Associate Dean for Academic Affairs, Ms. Sarah Maroun, has stepped in as our interim Vice President for Academic Affairs, providing consistency in leadership in the academic area. NCCC has also recently filled the position of Vice President for Marketing and Enrollment following the departure of the former Dean of Admissions in December 2019. Thus, the 2018-19 year proved to be quite a year of transition at the College, with three of the four senior leadership roles changing hands.

Looking forward, this is a perfect time for a self-study providing an opportunity to take stock of what has been working and what needs changing and take those steps to best position the College to continue to play an essential and vital role in our communities. Over the last few years, we have made a conscious decision to reinvest time and energy to more fully engage our communities to find better ways to serve student aspirations and help meet our area/regional workforce needs. This turn inward, while at the same time supporting outreach and recruitment outside the area, has been welcomed by county sponsors and community members, and supported by faculty and staff. Over time, the College will develop methods to continue to develop and refine the academic offerings and continuing education possibilities in ways that support the desires and needs of the local communities and region.

In conjunction with a review of the mission, vision, and values, the College community also reviewed and voted on institutional priorities that will form the basis for moving forward in the next decade. The College Senate voted on three main priorities for the College that include a focus on student success, community engagement, and institutional improvement. After multiple revisions and input from constituencies including President's Council, the Board of Trustees, the College Senate, and the Self-Study Steering Committee, the final revised institutional priorities are as follows:

- Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
- Expanding community engagement through partnerships and enhancing community integration
- Improving financial sustainability through increasing enrollment and retention

Within these broader priorities, a few areas we envision exploring in the near future, based on planning and assessment work over the past few years include: 1) partnering with our county sponsors and community supporters to bring much needed facilities updates to our Saranac Lake campus, 2) partnering with area BOCES/higher education partners on technology related programs/certificates, and 3) finding and implementing strategies that improve efficiency and increase productivity across a number of administrative and support platforms (e.g. development of a more robust IR team; co-locating administrative offices in ways that are easier for students and families to navigate).

The foundation for all of the initiatives and priorities listed above is the College's mission that provides a guiding path for future endeavors. While the College is in the process of refining the language of the mission, the essence has remained, which is providing access to excellent educational opportunities with a focus on helping students chart their paths toward career and educational goals. The table on the following page outlines the latest iteration of the College's mission. A vote on the final wording is scheduled for the November Senate meeting.

	Prior	New (Spring 19)	Revised (Fall 2019)
Mission	<p>North Country Community College provides an exceptional learning and community building experience for all who seek it, challenging and supporting all individuals in their educational and personal growth.</p>	<p>North Country Community College ensures open access to high quality postsecondary education and contributes significantly to the development of our communities by preparing an educated citizenry and skilled workforce. We offer transfer and career programs customized to serve specific individual, community, business and economic development needs.</p>	<p>Building upon a strong foundation of academic excellence and responsiveness to community and regional needs, North Country Community College offers academic programs preparing students for transfer and careers, as well as programs focused on workforce development and lifelong learning. Our mission is guided by the themes of access, affordability, opportunity and personal relevance.</p>
	Prior	New (Spring 19)	Revised (Fall 2019)
Vision	<p>North Country Community College will be a leader in higher education. We will provide a quality education that enhances opportunity, growth and success for our students and community.</p>	<p>Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.</p>	<p>Within the heart of the Adirondack region, North Country Community College, a leader in higher education, will provide opportunity, growth and success for our students and community. We are committed to instruction and services that nurture the academic and personal achievement of individuals with diverse backgrounds and aspirations.</p>
	Prior	New (Spring 19)	Revised (Fall 2019)
Values	<ul style="list-style-type: none"> • Honest, open and timely communication • Shared Governance • Mutual respect for Diversity and Individuality • Accountability and Integrity • Openness to Change • Transparency • Intellectual Curiosity 	<ul style="list-style-type: none"> • Honest, open and timely communication • Shared Governance • Celebration of Diversity and Individuality • Accountability and Integrity • Openness to Change • Transparency • Intellectual Curiosity 	<ul style="list-style-type: none"> • Academic Rigor • Intellectual Curiosity • Celebration of Diversity and Individuality • Honest, open and timely communication • Shared Governance • Accountability and Integrity • Openness to Change • Transparency

- II. Institutional Priorities:** The following institutional priorities developed through a conversation across the College with multiple constituencies providing input.
1. Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
 2. Expanding community engagement through partnerships and enhancing community integration
 3. Improving financial sustainability through increasing enrollment and retention

III. Intended Outcomes of the Self-Study

Throughout the self-study process, the College will achieve the following outcomes:

1. **Reaffirmation of Accreditation:** The College will establish how it meets the MSCHE Standards for Accreditation, Requirements of Affiliation, and Verification of Compliance. This is essential for the sustainability of the institution.
2. **Campus Inclusivity:** The institution will follow an inclusive process that engages members across the college community. The structure of the self-study will include regular reporting intervals regarding findings and progress.
3. **Charting a Path Toward Continuous Improvement:** Using the MSCHE Standards as a guide, the College will evaluate all areas related to each standard and focus on the evaluation of institutional processes across departments to help inform and improve planning (academic, enrollment, financial, operational, and strategic).
4. **Improving Institutional Sustainability and Student Success:** Develop sustainable initiatives related to recruitment, retention, persistence, and completion grounded in student support and services that specifically support the institution reaching its established annual enrollment targets and goals.

IV. Self-Study Approach

Standards-Based Approach v. Priorities-Based Approach

This self-study will use a Standards-Based Approach. The decision to follow the Standards-Based Approach was informed by two principal inputs: 1) a review of the two approaches, and, 2) a discussion with our Middle States liaison at the time, Dr. Christy Faison. While at the MSCHE Self-Study Institute in fall of 2018, we were introduced to both approaches and saw the merits of each one. However, given that much of the energy spent at the College these last few years focused on bringing the institution in line with respect to Standard VI (*formerly Standard 2*) and Standard V (*formerly Standard 14*) and given the need to continue to demonstrate that efforts are being sustained, a standards-based approach provides a more beneficial structure. Given the overlap among some standards, we have combined Standards I and VI, and Standards II and VII to be analyzed by the same working groups.

The standards-based approach provides the opportunity to weave institutional priorities throughout all of the standards, while assuring that all criteria are addressed in a comprehensive evaluation. The other advantage to this approach is that it improves communication across the College community when soliciting information and feedback during the self-study process. Dividing the study into sections related to each Standard provides a clear pathway to communicate with all members of the College community.

V. Organizational Structure of Steering Committee and Working Groups

Steering Committee Mission: To lead the College and campus community through the self-study process in a manner that creates opportunities for robust engagement, identifies institutional strengths and challenges, and demonstrates compliance with the Middle States Commission on Higher Education Standards and Requirements of Affiliation.

Steering Committee Organization and Structure:

The Steering Committee of North Country Community College's Self-study is composed of fourteen members including two self-study co-chairs, working group chairs (or alternates), and representatives from constituency groups across the college community to ensure that the self-study captures the most complete and accurate snapshot of the institution and its operations. A listing of the Steering Committee members and their titles is found below.

North Country Community College MSCHE Self-Study Steering Committee	
Self-Study Co-Chairs	
Sarah Maroun	Interim Vice President of Academic Affairs MSCHE Accreditation Liaison Officer
Erik Harvey	Comptroller
Working Group 1 Standard I: Mission and Goals, and, Standard VI: Planning, Resources, and Institutional Improvement	
Bob Farmer	Vice President for Administration/CFO
Shir Filler	Professor – Humanities; College Senate Chair
Working Group 2 Standard II: Ethics and Integrity, and, Standard VII Governance, Leadership and Administration	
Stacie Hurwitch	Executive Assistant to the President
Selina LeMay-Klippel	Coordinator – CTE Program and Curriculum Development Ticonderoga Campus Coordinator
Working Group 3 Standard III: Design & Delivery of the Student Learning Experience	
Cammy Sheridan	Associate Professor/Chair – Social Science ADA/504 Coordinator
Lisa Williams	Learning Assistance Coordinator – Saranac Lake
Working Group 4 Standard IV: Support of the Student Experience	
Kim Irland	Dean of Student Life Chief Diversity Officer
Kate Wells	Learning Assistance Coordinator – Malone Campus
Working Group 5 Standard V: Educational Effectiveness Assessment	
Sarah Shoemaker	Assistant Professor of Health Sciences
To Be Filled	
Working Group 6 Verification of Compliance and Evidence Inventory	
Shelly St. Louis	Registrar
Laurie Muncil	Administrative Assistant to the Vice President for Academic Affairs
Other Steering Committee Members	
	North Country CC Board of Trustees Member
	North Country CC Association of Professionals
	North Country CC CSEA Member

Steering Committee Charge:

The Steering Committee will lead the North Country CC self-study in a manner that is broadly inclusive and supportive of the community's efforts. It will be led by our Interim Vice President for Academic Affairs and Accreditation Liaison Officer, Sarah Maroun,

and the College Comptroller, Erik Harvey. Many of the Steering Committee members have a long working relationship, with several having served on the 2011 MSCHE Self-study and the 2016 Periodic Review Report. Thus, they are well-versed in the value and necessity of a collaborative approach in the self-study process.

The *structure* of the Steering Committee is one strategy to encourage and support efficiency and interaction among working groups. Each Working Group will have one co-chair on the Steering Committee as a member, while the second co-chair will serve as an alternate, creating structured opportunities for collective action. The *process* will also be an important strategy: Regular and formal reporting by the Working Groups will track progress and communicate findings to the Steering Committee which will provide insight into whether the groups are on target and where there may be unnecessary redundancy in their efforts. Additionally, in the spirit of transparency, documents related to the work of both the Working Groups and Steering Committee will be stored and shared in a space on the learning management system, which is currently Blackboard.

Experience at the College shows that *informal* sharing of information between working group members helps spur collaboration in working across common areas of interest and inquiry and there will be plenty of opportunities for such teamwork in departmental, faculty, or College-wide (including governance) meetings.

As noted, the Steering Committee will establish a regular timeline of meetings for the purposes of oversight and receiving updates from the various Working Groups. Those meetings will have the dual-purpose of identifying where the Working Groups are experiencing “stuck spots” in their work evaluating and assessing the College’s compliance with Commission standards, as well as our institutional priorities. The Steering Committee will facilitate an initial meeting during the launch of the self-study process to communicate with the broader campus community regarding the following:

- the College’s mission and institutional priorities,
- the goals/objectives of the self-study,
- the MSCHE Standards for Accreditation and Requirements for Affiliation document,
- the evidence inventory,
- other resources,
- strategies for convening and conducting the work of assessing compliance and evaluating our institutional priorities, and
- encouraging the community to provide direct feedback to the Steering Committee on how best to serve the work that the Working Groups are doing.

These will also be revisited regularly throughout the self-study process. The Self-Study Design will be posted publicly for the College community.

Working Groups:

Information and details on each working group, including their composition, charge, and responsibilities are found below:

North Country Community College MSCHE Working Group 1 Standard I: Mission and Goals/ Standard VI: Planning, Resources, and Institutional Improvement	
Co-Chairs	
Bob Farmer	Vice President for Administration/CFO
Shir Filler	Professor of Humanities; College Senate Chair
Members	
Lisa Symonds	Director of Financial Operations
Diana Fortune	North Country CC Foundation Director
Scott Harwood	Assistant Dean – Institutional Research & Support
Rick Heath	Superintendent of Buildings and Grounds
Shelly St. Louis	Registrar
Lee Susice	Professor of Mathematics; NCCCAP President
Charge	
Lead the College's efforts in examining, documenting and reporting on North Country CC's compliance with Standards I and VI, including all criteria. Gain insights into strengthening management and marshalling of resources more effectively that are tied to our mission and allow for strategic investments and improvements in planning and resource allocation will be part of the outcomes. This charge includes a review of the planning processes, including recent master plan updates for the Saranac Lake campus, IT plans, academic plans, enrollment plans and facilities plans. The group will employ an active, open, and evidence-based process that identifies institutional strengths, challenges, and opportunities for improvement and innovation in relation to those standards and any institutional priority under their purview.	
Standard I:	Mission and Goals
Standard VI:	Resources, and Institutional Improvement
Institutional Priority 1	Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
Institutional Priority 2	Expanding community engagement through partnerships and enhancing community integration
Institutional Priority 3	Improving financial sustainability through increasing enrollment and retention
Critical Resources	
The following resources, human and otherwise, will be available and helpful in the working group carry out its work:	
Vice President for Administration/CFO	Saranac Lake Campus 2019 Facilities Master Plan Update
Director of Financial Operations	College Senate's Long Range and Strategic Planning Committee minutes and actions
Bursar	Work-Life Survey
NCCC Strategic Plan 2017-21	Diversity Survey

**North Country Community College
MSCHE Working Group 2
Standard II: Ethics and Integrity/
Standard VII: Governance, Leadership, and Administration**

Co-Chairs	
Stacie Hurwitch	Executive Assistant to the President
Selina LeMay-Klippel	Coordinator – CTE Program and Curriculum Development Ticonderoga Campus Coordinator
Members	
Dianna Dudley	Help Desk Technician CSEA President
Sarah Kilby	Director, Second Chance Pell Program
Bruce Rowe	Instructor of Humanities Humanities Department Chair
Tara Smith	Director of Human Resources Title IX Coordinator
Mary Smutz	Accounts Payable and Purchasing Agent
TBA	Board of Trustees Member
Charge	
Lead the College's efforts in examining, documenting and reporting on North Country CC's compliance with Standards II and VII, including all criteria. The group will examine how well the College <i>"is faithful to its mission, honors its contracts and commitments, adheres to its policies and represents itself truthfully"</i> in its activities both internally and externally. The group will also examine how the College is governed and administered, allow for <i>"it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves."</i> The group will employ an active, open, and evidence-based process that identifies institutional strengths, challenges, and opportunities for improvement and innovation in relation to those standards and any institutional priority under their purview.	
Standard II:	Ethics and Integrity
Standard VI:	Governance, Leadership and Administration
Institutional Priority 1	Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
Institutional Priority 3	Improving financial sustainability through increasing enrollment and retention
Critical Resources	
The following resources, human and otherwise, will be available and helpful in the working group carry out its work:	
Vice President for Administration/CFO	NCCCAP CBA 2019-21
Director of Financial Operations	CSEA CBA 2019-21
Bursar	NCCC Mission, Vision, Values
Director of Human Resources	College Senate By-Laws
Chief Diversity Officer	Shared Governance Working Group Doc

North Country Community College MSCHE Working Group 3 Standard III: Design & Delivery of the Student Learning Experience	
Co-Chairs	
Cammy Sheridan	Associate Professor/Chair – Social Science ADA/504 Coordinator
Lisa Williams	Learning Assistance Coordinator – Saranac Lake
Members	
Jimmy Cunningham	Associate Professor of Wilderness Recreation Leadership Director, Wilderness Recreation Leadership
Tom McGrath	Learning Assistance Center – Ticonderoga
Tana Hare	Instructor of Nursing
Stacey Mascia-Susice	Professor of English
Margaret Champion	Adjunct Instructor/Learning Assistance Center Staff
Student representative	
Charge	
Lead the College's efforts in examining, documenting and reporting on North Country CC's compliance with Standard III, including all criteria. The group will examine how well the College <i>"provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations."</i> The group will employ an active, open, and evidence-based process that identifies institutional strengths, challenges, and opportunities for improvement and innovation in relation to those standards and any institutional priority under their purview.	
Standard III:	Design & Delivery of the Student Learning Experience
Institutional Priority 1	Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
Institutional Priority 2	Expanding community engagement through partnerships and enhancing community integration
Critical Resources	
The following resources, human and otherwise, will be available and helpful in the working group carry out its work:	
Vice President for Administration/CFO	NCCCAP CBA 2019-21
Director of Financial Operations	CSEA CBA 2019-21
Bursar	NCCC Mission, Vision, Values
Director of Human Resources	College Senate By-Laws
Chief Diversity Officer	Shared Governance Working Group Doc
Program Worksheets and Sequences	Faculty credentials/resumes
NCCC Credit Hour Policy	NYSED Regulations on faculty credentials
Curriculum Committee Policy and Procedures	Redacted Student Observations of Faculty

North Country Community College MSCHE Working Group 4 Standard IV: Support of the Student Experience	
Co-Chairs	
Kim Irland	Dean of Student Life; Chief Diversity Office
Kate Wells	Learning Assistance Coordinator – Malone Campus
Members	
Brian O'Connor	College Librarian
Bruce Kelly	Coordinator of Student Life; Malone Campus Coordinator
Chad LaDue	Athletic Director
Barb Collier	Senior Account Clerk
Jessica Martin	Microcomputer Operator
Sandy Gothard	Nursing Director
Student representative	
Charge	
Lead the College's efforts in examining, documenting and reporting on North Country CC's compliance with Standard IV including all criteria. The working group will examine how well the College 1) "recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings" and 2) "commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success." The group will employ an active, open, and evidence-based process that identifies institutional strengths, challenges, and opportunities for improvement and innovation in relation to those standards and any institutional priority under their purview.	
Standard IV:	Support of the Student Experience
Institutional Priority 1	Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
Institutional Priority 3	Improving financial sustainability through increasing enrollment and retention
Critical Resources	
The following resources, human and otherwise, will be available and helpful in the working group carry out its work:	
Academic Policies and Webpage	Registrar's Webpage
Admissions Policies and Webpage	Student Life Webpage
Business Office Policies and Webpage	Transfer Policies and Webpage
College Mission, Vision and Values	Assoc Director of Enrollment Management
College Catalog	College Registrar and Webpage
FERPA and Related Polices and Webpages	Coordinators of Student Life
Financial Aid Policies and Webpage	Dean of Student Life

North Country Community College MSCHE Working Group 5 Standard V: Educational Effectiveness Assessment	
Co-Chairs	
Sarah Shoemaker	Assistant Professor of Health Sciences
To Be Filled	
Members	
Stacey Mascia-Susice	Professor of Humanities; Humanities Department Chair
Kathleen Dowd-Maloney	Asst. Professor of Human Services; Human Services Department Chair
Marianne Goodfellow	Coordinator, Second Chance Pell
Rich Martin	Asst. Professor of Science
To Be Filled	
Charge	
Lead the College's efforts in examining, documenting and reporting on North Country CC's compliance with Standard V including all criteria. The working group will examine the College's assessment of student learning and achievement and how well it <i>"demonstrates that the institution's students have accomplished educational goals consistent with their program of study, degree level, the institution's mission, and appropriate expectations for institutions of higher education."</i> The group will employ an active, open, and evidence-based process that identifies institutional strengths, challenges, and opportunities for improvement and innovation in relation to those standards and any institutional priority under their purview.	
Standard V:	Educational Effectiveness Assessment
Institutional Priority 1	Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
Institutional Priority 2	Expanding community engagement through partnerships and enhancing community integration
Critical Resources	
The following resources, human and otherwise, will be available and helpful in the working group carry out its work:	
Academic Department's Documents	College Catalog
Academic Program Assessment Documents	College Mission, Vision and Values
Academic Program Worksheets	Completion, Persistence and Retention Rates
Academic Program Webpages	SUNY General Education Materials
Assessment Master Tracking Spreadsheet	Academic Department Chairs
Assessment Related Budget Materials	Vice President for Academic Affairs
College Wide-Learning Goals	

**North Country Community College
MSCHE Working Group 6
Verification of Compliance and Evidence Inventory**

Co-Chairs

Shelly St. Louis	College Registrar
Laurie Muncil	Administrative Assistant to the Vice President for Academic Affairs

Members

Mary Ellen Chamberlain	Director of Financial Aid
Scott Harwood	Assistant Dean for Institutional Research and Support
McCayla Quinn	Bursar
Brian O'Connor	College Librarian
Stacie Hurwitch	Executive Assistant to the President; Evidence Keeper

Charge

Lead the College's efforts in developing, curating and managing the evidence/ documentation to support the efforts of the working groups in examining, documenting and reporting on North Country CC's compliance with the seven standards for accreditation. This working group will also ensure that the College meets the eight requirements associated with the Verification of Compliance and will work with the relevant parties to assure that those requirements are met and current.

#	Compliance Areas
1	Student Identity Verification in Distance and Correspondence Education
2	Transfer of Credit Policies and Articulation Agreements
3	Title IV Program Responsibilities
4	Institutional Record of Student Complaints
5	Required Information for Students and the Public
6	Standing with State and Other Accrediting Agencies
7	Contractual Arrangements
8	Assignment of Credit Hours

Critical Resources

The following resources, human and otherwise, will be available and helpful in the working group carry out its work:

Academic Affairs Office	College Catalog
Assistant Dean for Institutional Research & Support	Academic Policies and Webpage
Bursar	Admissions Policies and Webpage
College Registrar	Business Office Policies and Webpage
Dean of Student Life	College Mission, Vision and Values
Financial Aid Director	College Catalog
Financial Operations Director	FERPA and Related Polices and Webpages
Title IX Coordinator	Financial Aid Policies and Webpage

VI. Guidelines for Reporting

Through bi-weekly meetings in the initial stages of the process and monthly meetings thereafter, the Steering Committee members will share progress, identify concerns, collaborate around work processes, and clarify next steps. The Steering Committee members and Working Group chairs will organize the working group schedule according to the timelines established by the Steering Committee. The Working Group chairs will organize meetings, communicate timelines, report on progress at each committee meeting, and input data and documents into a Blackboard module set up as a shared space for the self-study. Within this Blackboard module, working group members will have access to the Evidence Inventory, reporting document templates, and drafts of reports.

Steering Committee/Working Group Process:

1. Steering Committee Co-Chair Duties:

- a) **Establish Bi-weekly/monthly Meeting Schedule for Steering Committee:** At these meetings, committee members will share progress, identify areas of concern, collaborate with other committee chairs to improve processes and avoid redundant work.
- b) **Create reporting documents including:**
 - 1) Outline/guidelines for initial analysis of standard criteria for each working group
 - 2) List of Evidence Inventory documents
 - 3) Timeline for Working Group Submissions
 - 4) Creation of Blackboard module for Self-Study documents
- c) **Collate Working Group drafts into a final report:** Co-chairs will write the final document, soliciting input from the College community.
- d) **Communicate with MSCHE liaison**

2. Working Group Chair/Co-Chair Duties:

- a) **Coordinate and Lead Working Group Meetings:** Working Group members will identify their working schedule in order to meet the timelines set by the Steering Committee.
- b) **Liaison to Steering Committee:** Co-chairs will identify needs/resources of respective Working Group and communicate with Steering Committee co-chairs.
- c) **Status Updates:** Co-chairs will coordinate work and report on progress of Working Group at Steering Committee meetings

3. Working Group Member Duties:

- a) **Identify Standards and Criteria:** Identify and evaluate major areas relevant to each standard and identify how the College is meeting the specified criteria
- b) **Identify Important Processes:** Identify and evaluate major processes relevant to each standard
- c) **Provide Recommendations:** Identify areas of improvement to enhance how the College is meeting its mission through each Standard
- d) **Draft Report:** Complete reporting documents according to established timelines, including a narrative for each section, identifying how the College meets the criteria with supporting evidence for each assertion.

e) Meetings: Attend Working Group meetings as needed

4. Outline for Reports for each Working Group:

a) Overview of the standard and criteria

b) Narrative: Description of criteria for each standard

1. Narrative for how the College meets each standard with links or references to supporting documents
2. Clearly documented alignment with institutional priorities, including mission and strategic directions
3. Completion of criteria grid to map alignment with standards and evidence of compliance and Requirements of Affiliation (See Appendix 1)
4. Identification of areas for improvement

c) Conclusion for each section

The Steering Committee will be responsible for collectively meeting benchmarks by the following timeline:

Steering Committee and Working Groups Timeline for Reporting		
Task	Responsible Parties	Due Date
Steering Committee Meeting Schedule	Steering Committee Co-Chairs	September 13, 2019
Review of Self-Study Design	Steering Committee	September 13, 2019
Confirmation of Working Group members	Working Group Chairs/Co-Chairs	Week of September 16, 2019
Steering Committee/ Working Group Meetings with MSCHE Liaison	Steering Committee/Working Groups	September 26, 2019
Complete template of criteria for each standard providing analysis of MSCHE Standard with NCCC process/evidence	Working Groups	September-December 2019
Identify areas for improvements/gaps in standards	Working Groups	January-February 2020
Drafts of Reports according to each Standard(s)	Working Groups	April 3, 2020
Final Section Reports	Working Groups	May 22, 2020
Self-Study Report Draft	Steering Committee Co-Chairs	August 17, 2020
College Review of Self-Study Report Draft	Steering Committee, Working Groups, College Community	August 17-October 16, 2020
Update Final Draft of Self-Study	Steering Committee Co-Chairs	October 16-December 20, 2020
Uploaded Final Draft of Self-Study Report	Accreditation Liaison Office	January 2021
Team Visit	All College	March-April 2021

VII. Organization of the Final Self-Study Report

1. Table of Contents
2. Executive Summary
3. Institutional Overview
4. Standards I & VI: Mission & Goals, and Planning, Resources, and Institutional Improvement
5. Standards II & VII: Ethics & Integrity, and Governance, Leadership and Administration
6. Standard III: Design and Delivery of the Student Learning Experience
7. Standard IV: Support of the Student Experience
8. Standard V: Educational Effectiveness Assessment
9. Verification of Compliance and Evidence Inventory
10. Conclusion

VIII. Verification of Compliance Strategy

As noted above (see Section V for details), there is a separate Working Group (WG #6) to lead the College's efforts in developing, curating and managing the evidence/documentation to support the efforts of the working groups in examining, documenting and reporting on North Country CC's compliance with the seven standards for accreditation. This working group will also ensure that the College meets the eight requirements associated with the Verification of Compliance and will work with the relevant parties to assure that those requirements are met and current.

The structure of the Steering Committee includes representation from each Working Group whereby one Working Group co-chair serves as a member of the Steering Committee while the other serves as the alternate. This ensures that any issues or concerns regarding the Verification of Compliance will be addressed and communicated with each Working Group and the Steering Committee at Steering Committee meetings. There are opportunities for less formal communication with members of each group as well.

IX. Self-Study Timetable

Timetable for Self-Study Design and Self-Study	
Task	Date
Self-Study Institute	November 2018
Selection of Self-Study Co-Chairs	February 5, 2019 (changes in leadership required reconfiguration of co-chairs)
Selection of Working Group Co-Chairs	March 7 th , 2019 (personal invitation to working group members from Self-Study Co-chairs)
Drafting of Working Groups	Spring 2019
Identification of Institutional Priorities and Self-Study Goals	Feb 12 th , 2019 open forum March 2019 College Senate meeting
Self-Study Design Drafting	Summer 2019
Self-Study Launch	August 21, 2019 (changes in College leadership led to postponing launch from Spring 19)
Self-Study Design Review (w/ MSCHE Liaison)	September 4 th , 2019
Self-Study Design Review with Steering Committee	Week of September 9 th , 2019
Recruitment and Filling of Working Groups	Week of September 16 th , 2019
Steering Committee Meeting with MSCHE Liaison	September 26 th , 2019
Self-Study Design Completion	Week of September 30 th , 2019
Share Self-Study Design with Campus Community	Week of October 7 th , 2019
Information and Evidence-Gathering for Working Groups	September 2019-January 2020
Drafts of Section Reports from Working Groups	April 3, 2020
Final Drafts—Section Reports from Working Groups	May 22, 2020
Self-Study Report Draft	August 17, 2020
College Review of Draft of Self-Study	August 17-October 16, 2020
Update Final Draft of Self-Study	October 16-December 20, 2020
Upload Final Draft Self-Study/Evidence Inventory (at least six weeks prior to Team Visit)	January 2021
Evaluation Team Visit	March-May 2021
Verification of Compliance Review and Update	Ongoing

X. Communication Plan

Regular updates regarding the progress of the self-study will be communicated via various avenues at the College including email, SharePoint, all-College Senate meetings, President's Council meetings, Academic Chair/Directors meetings, faculty/staff meetings, regular monthly department meetings, Board of Trustee meetings, and the College newsletter. Steering Committee and Working Group members will have access to the Blackboard module to store and access documents as well as communicate with the Steering Committee and other Working Group members. Regular communication will occur with our county sponsors through the President, and community members will be advised via the program and campus advisory board meetings throughout the duration of the self-study. For more detailed information, see the communication plan in the table below.

Communication Plan: At each venue below, we will provide progress updates and solicit feedback as needed and requested from Steering Committee/Working Groups	
Venue	Timing for Status Updates
All-College Senate Meetings	Monthly
President's Council Meetings:	Bi-Weekly
Chairs/Director's Meetings	Monthly
Faculty Meetings	Twice per semester
Department Meetings	Monthly
NCCC Association Meetings	Monthly
Board of Trustees Meetings	Monthly
Emails	At least monthly via all campus emails
Campus Newsletter	Bi-monthly newsletter to the campus and larger communities
County Sponsors	Quarterly updates at regional meetings
Program and Campus Advisory Boards	Yearly for each program and campus
Blackboard Module	Ongoing Access for all Steering Committee/Working Group members
SharePoint	Ongoing for all College community members

XI. Evaluation Team Profile

The follow are our preferences regarding the ideal composition of the Evaluation Team:

Team Chair: Ideally, the team chair would be from a community college with multiple campuses with experience as a faculty member and, if possible, in an academic leadership capacity. A Chief Academic Officer with teaching faculty experience is our preference.

Peer Evaluators: Given the institutional priorities, it would be helpful to have peer evaluators who have faced similar challenges in their institutions, namely improving the integration of the planning processes with institutional data/research and have successfully moved their institutions forward with sustainable initiatives related to enrollment, completion and student success.

Comparable Institutions: Those institutions that we believe would be comparable include those who are categorized in the Carnegie classification of Associate's Colleges: Mixed Transfer/Career & Technical-Mixed Traditional/Nontraditional - Two-year, small.

Conflict of Interest: It would seem that reviewers from any SUNY community college could be perceived as a conflict of interest. So, too, would be the reviewers from the 2018 Middle States Small Team Visit.

North Country CC's Top Programs by Enrollment:

- Health Sciences (AS/Certificate)
- Liberal Arts (AA: Humanities and Social Science/AS: Math and Science)
- Nursing (AAS Nursing/PN Certificate)
- Human Services (AS Child and Family Services; AAS Chemical Dependency Counseling; AAS Human Services)

XII. Evidence Inventory

As noted above (see Section V for details), there is a separate Working Group (WG #6) to lead the College's efforts in developing, curating and managing the evidence/documentation to support the efforts of the working groups in examining, documenting and reporting on North Country CC's compliance with the seven standards for accreditation. We have also designated a role of "evidence keeper" to one of the members of Working Group #6, who will be tasked with ensuring that the documentation/evidence is in a location that all members of the self-study and the larger campus community can reliably and routinely access. The "evidence keeper" is also a member of the Steering Committee and thus will be able to work closely with the Steering Committee and Working Groups in developing, curating and managing the evidence inventory to best serve their needs.

CRITERIA FOR STANDARD 1: MISSION & GOALS

Standard Criteria	Sub-criteria	Link to Mission	Link to Institutional Priorities	Evidence of Compliance	Ideas for Improvement
1. clearly defined mission and goals that	<p>a. are developed through appropriate collaborative participation by all who facilitate or are otherwise responsible for institutional development and improvement</p> <p>b. address external as well as internal contexts and constituencies</p>				<p>Requirements:</p> <p>Recommendations:</p> <p>Suggestions:</p>
	<p>c. are approved and supported by the governing body</p>				<p>Requirements:</p> <p>Recommendations:</p> <p>Suggestions:</p>
	<p>d. guide faculty, administration, staff, and governing structures in making decisions related to planning, resource</p>				<p>Requirements:</p> <p>Recommendations:</p> <p>Suggestions:</p> <p>Requirements:</p> <p>Recommendations:</p>

CRITERIA FOR STANDARD I: MISSION & GOALS

	allocation, program and curricular development, and the definition of institutional and educational outcomes						Suggestions:
	e. include support of scholarly inquiry and creative activity, at levels and of the type appropriate to the institution						Requirements: Recommendations:
	f. are publicized and widely known by the institution's internal stakeholders						Suggestions: Requirements: Recommendations:
	g. are periodically evaluated						Suggestions: Requirements: Recommendations: Suggestions:



LACTATION ACCOMMODATION POLICY

POLICY SUMMARY

North Country Community College supports working mothers and provides a supportive environment to enable employees who are breastfeeding to express breastmilk during working hours.

SCOPE

All North Country Community College employees.

POLICY

No employee will be discriminated against for breastfeeding or expressing milk during the work day and reasonable efforts will be made to assist employees in meeting their infant feeding goals while at work.

Employees who are breastfeeding who choose to continue providing breastmilk to their infants after returning to work will receive the following accommodations for up to three years following the child's birth:

- **Lactation Breaks**

Employees will be provided reasonable time to express milk while at work. While employees are encouraged use their typical break and meal periods when possible, should additional time be needed beyond the provided breaks, employees may use benefit time or may make up the time as agreed to with their supervisor.

Employees should notify their supervisor prior to returning to work to set up a schedule that accommodates their needs and those of the College. Once a schedule is agreed upon, every effort to adhere to the schedule must be made.

- **Lactation Room(s)**

Employees will be provided with a private place, other than a bathroom, that is shielded from view and free from intrusion from co-workers and students, to express milk. Expressed milk can be stored in the provided refrigerator or in the employee's personal cooler. The space will be:

- ✓ Private and sanitary.
- ✓ Located in close proximity to the employee's work station and a sink with running water.
- ✓ Equipped with a functional lock.
- ✓ Equipped with, at a minimum, an electrical outlet, a comfortable chair and a small table or flat surface.

Original: 9/26/2019
Revised: 10/17/2019

- **College Support**

Human Resources will notify employees who are pregnant and those returning to work following the birth of a child of their rights under New York State Labor Law 206-c and the national worksite lactation accommodation law in the U.S. Patient Affordable Care Act. A list of local breastfeeding resources will be provided to employees who are breastfeeding and returning to work. The College will implement policies and practices that will help facilitate each employee's infant feeding goals. It is expected that all employees will assist in providing a positive atmosphere of support for breastfeeding employees.

- **Employee Responsibilities**

Employees who are breastfeeding and who choose to continue providing breastmilk to their infants after returning to work will:

- ✓ Communicate with their supervisor – Employees will give their supervisor advanced notice of the need for lactation accommodations, prior to their return to work.
- ✓ Maintain lactation rooms – Employees who are breastfeeding will maintain the designated areas by wiping surfaces with antimicrobial wipes so the area is clean for the next user.
- ✓ Safely store expressed milk – Employees will label all expressed milk so it is not inadvertently confused with another employee's milk. Each employee is responsible for proper storage of her milk. Storage guidelines can be provided if requested.
- ✓ Use break times to express milk – When more than one employee who is breastfeeding needs to use the designated area, employees can use the sign-in log provided in the room to negotiate expression times that are most convenient to best meet their needs.

Any act found to be intentional that invades a nursing mother's privacy and rights will be reported and treated as a disciplinary offense.

For more information, visit:

New York State Labor Law Section 2006-c:
<https://labor.ny.gov/formsdocs/wp/LS702.pdf>

United States Department of Labor Break Time for Nursing Mothers Section 7 of the Fair Labor Standards Act (FLSA):
<https://www.dol.gov/whd/nursingmothers/>