



## Board of Trustees

October 27<sup>th</sup>, 2023 | 11:00 a.m.

*Saranac Lake Campus (HH-105) & Zoom access by request.*

- I. Call to Order
- II. Oath of Office | New Trustees
- III. Approval of August 25<sup>th</sup>, 2023 Board Meeting Minutes
- IV. Liaison Reports
  - a. College Senate
  - b. NCCC Association of Professionals (NCCCAP)
  - c. Civil Service Employee Association (CSEA)
- V. College Reports
  - a. NCCC Board of Trustees, Chair
  - b. Interim Vice President for Academic Affairs
  - c. Vice President for Marketing and Enrollment Management
  - d. Interim Chief Financial Officer
  - e. Interim Associate Vice President for Student Affairs
  - f. College President
    - i. Policy Revision | Sexual Harassment Prevention
- VI. Representative Reports
  - a. NCCC Association
  - b. NCCC Foundation
- VII. Old Business
- VIII. New Business
- IX. Public Comment
- X. Executive Session
- XI. 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.*



SARANAC LAKE | MALONE | TICONDEROGA

## Oath of Office

I do solemnly swear 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 swear 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.

**Trustee Signature**

Linda Beers \_\_\_\_\_

**Printed Name**

**Sworn and subscribed before me on this day:** \_\_\_\_\_

**Signature of Notarial Officer:**

Affix notary seal/stamp here



SARANAC LAKE | MALONE | TICONDEROGA

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I do solemnly swear 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 swear 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.

**Trustee Signature**

Abby Martelle

**Printed Name**

**Sworn and subscribed before me on this day:** \_\_\_\_\_

**Signature of Notarial Officer:**

Affix notary seal/stamp here



## Board of Trustees Meeting Minutes

Friday, August 25th, 2023 | 11:00am

Hybrid Meeting: HH-105 & Zoom

Board Members Present: Pete Suttmeier, Dan Kelleher, Mary Irene Lee, Todd LaPage, Seth McGowan, Steve Reed, and Donna Wadsworth

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Erik Harvey, Kyle Johnston, Erin Walkow, Chris Knight, Lee Susice, Allison Warner. Members of the College community joined as well.

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Board Chair, Pete Suttmeier called the meeting to order at 11:00 a.m.

### Oath of Office

Seth McGowan was sworn in as a NCCC Board of Trustee member:

- This is a Franklin County appointment, filling the vacancy after Mark Moeller's completed term.
- Lisa Symonds served as notary for Seth McGowan's signature.
- Seth introduced himself to the Board, and members of the college, and was warmly welcomed by all.

### Minutes

Todd LaPage made the motion to accept the June 29<sup>th</sup>, 2023, meeting minutes. Mary Irene Lee seconded the motion. The June 29<sup>th</sup>, 2023, meeting minutes were unanimously approved (7-0-0).

### NCCCAP

Lee Susice reported:

- Members of NCCCAP returned this week for the Fall 2023 semester. They said they are looking forward to a successful term.

### CSEA

No report

### Board Chair Report

Pete Suttmeier reported:

- Requested Board presence at upcoming College Senate meetings.
- Pete, Joe, and Erin recently attended an ADK Foundation reception. The mission of the ADK Foundation dovetails with the missions of both NCCC Board of Trustees and NCCC Foundation.
- Planning to hold a summit meeting with stakeholders of the region. Together we will explore new opportunities and potential challenges with education.

### Interim Vice President for Academic Affairs

Joe Keegan reported in Sarah Maroun's absence:

- 1<sup>st</sup> quarter NCLEX results for the Nursing programs, (PN and ADN) were exceptional with 100% pass rate for those taking the test.
- Classes start on Monday.
  - While certain locations are still under construction, classrooms have been successfully moved and rearranged to accommodate the needs of the students and faculty.
- Sarah met with a liaison from Middle States at each campus over the summer. These were a required element for those who had virtual accreditation visits such as NCCC had. The meetings went well, and reaccreditation is now complete.
- Recently the AAS Nursing expansion, the program application is under review by the State. Approval is anticipated in the coming weeks.
  - Application proposal requests that we are granted another 32 seats in Nursing associate degree program.
  - Once approved the College will then market it for a Spring 2024 launch.
- Over the summer there has been a major lift for a full transformation of the learning management program (D2L/Brightspace). The program's live target date for classes is on Monday. Terry Kemp and the IT team have been instrumental in the successful training and launch of the program. The consensus is that D2L/Brightspace is a better learning management platform.

### Vice President for Marketing and Enrollment Management

Kyle Johnston added to his written report:

- Strategic Enrollment Management (SEM) plan updates from June
  - *Scholarships for Everyone* was extremely successful. Due to its success, it was extended for another few weeks to bring in more students. The plan is to continue this offer for Spring 2024 semester. The SEM team expected around 150 students to apply. To date there have been 196 applicants.

- The process has been designed to be easy and everyone interested in enrolling with NCCC is encouraged to apply.
- North Country Navigator – Peer mentorship program
  - The program was launched last week.
  - The outcomes will be tracked through the first and second semesters. If data shows it is working as designed, then it will be continued.
  - Currently the program is funded through a SEM grant.
- Enrollment numbers will be shared after the first week of classes.
- Non-credit short-term options will be starting later in the semester.
- Members of the Board discussed Kyle's reports as it was shared:
  - North Country Navigator program.
    - Each mentor has 15 students to support. Not all the students need assistance.
    - Each mentor is getting a stipend for their role in the program.
  - Members of the Board discussed the enrollment report from early August.
  - Kyle highlighted the trend of students to apply at NCCC from out of area high schools.
  - Breakdown of funds for scholarship offerings
    - Kyle reported approximately 95-97% of student applicants receive financial aid.

#### College Senate

Allison Warner reported:

- The Fall 2023 Senate meeting schedule will be shared with the Board as it becomes available.

#### Interim CFO:

Erik Harvey added to his written report:

- The Colleges' supporting counties of Essex & Franklin recently approved the proposed 2023-2024 budget. It has moved to SUNY for approval.
- Each county also approved an increase of \$100K in annual operating aid for a \$200K total for the College to commence in the 2023-2024 year.
- Erik highlighted the forecast for 2023-2024 fiscal year and the current five-year projection.

*Board moved to approve the following resolutions:*

- Dan Kelleher made a motion to the floor that the North Country Community College Board of Trustees hereby approves the June 2023 financials as they were shared and presented. Steve Reed seconded the motion. The motion was unanimously approved (7-0-0).
- Dan Kelleher made a motion to the floor that the North Country Community College Board of

Trustees hereby approves the July 2023 financials as they were shared and presented. Steve Reed seconded the motion. The motion was unanimously approved (7-0-0).

#### Associate Vice President of Student Affairs

Joe Keegan reported in Kim Irland's absence:

- Kim has been doing a great job with both the live and online orientation options for our students.
- Kim has been working on the North Country Navigator program with both Kyle and Sarah M.

#### President:

Joe Keegan highlighted his report:

- Extends thanks to the members of the Board for their unwavering support of the College, its students, and staff.
- Joe welcomed our newest members of the Board; Todd LaPage and Seth McGowan.
- Grateful for the overwhelming support of both sponsoring counties of Essex and Franklin in their approval of the proposed 2023-2024 budget and the requested increase in operating aid.
- State budget advocacy is underway. The collected message is for the need of community colleges to be treated fairly and equitably.
- Shared with the Board the recent construction updates and time timeline on the Saranac Lake campus.
- NCCC Foundation's Executive Director, Erin Walkow, has been working diligently with the ADK Foundation in researching potential grant dollars.
- Shared an updated on the Community Leaders Day and Ribbon Cutting Ceremony. The new date of the event will be October 11<sup>th</sup>, 2023, at 9:00am.
- Scott updated the board on the current Fall 2023 registration numbers. There will be an update in the numbers once the 3-week verification process is complete.
- Members of the Board discussed Scott's report on the registration numbers as it was shared.

#### NCCC Association:

Joe Keegan shared Robert Rathbun's written report with the Board.

- Joe highlighted that the current numbers of dorm residents meet full capacity.

#### NCCC Foundation:

Erin Walkow reported:

- Echoed the success of the *Scholarship for Every Student* campaign. She reported there is still funding available and is looking forward to the event being brought back for Spring 2024.

- Erin continues to work with the Director of the ADK Foundation in researching available grants. She will report what she finds as she learns more.

Old Business

None

New Business

- Members of the Board accepted the proposed 2023-2024 Board of Trustees meeting schedule as it was shared in the written report.

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:03 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Steve Reed seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan was invited to attend the meeting at 12:03 p.m.

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Steve Reed seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:15 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: August 25th, 2023  
Resolution #: 2022-23 | **XX**  
Motion:  
Seconded:  
Action: Pending (x-x-x)



Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



**Interim VPAA Report to the  
Board of Trustees  
October 27, 2023**

Please find the following report from the Academic Area.

**Academic Planning, Programs and Policies:**

**Fall 2023:**

The semester is in full swing as we have just passed the midterm mark. First quarter courses ended on October 18<sup>th</sup> and second quarter courses began on October 23<sup>rd</sup>. College Bridge registrations are almost complete. Completion of those registrations will occur within the next two weeks.

**Spring 2024:**

The Spring 2024 draft schedule is out for the two-week faculty review. We published the schedule on October 23<sup>rd</sup>. Priority/Continuing student registration begins on October 30<sup>th</sup>.

**Second Chance Pell Graduations:** On October 6<sup>th</sup>, six graduates received their diploma in a ceremony at Franklin Correctional Facility. Ceremony highlights included a drumming circle and a poem written and read by a colleague of the graduates. On October 25<sup>th</sup>, we have graduations at both Bare Hill and Adirondack Correctional Facilities.

**Instructional Design Support:**

For the fall semester, we have signed onto SUNY Online services for instructional design support to help with course design and learning D2L Brightspace. Included in that support are four office hours per week available to NCCC faculty to review a course with a SUNY instructional designer in addition to a series of eight lectures on focused topics. Four of the webinars have occurred and the remainder of the schedule is listed below:

- **November 10<sup>th</sup> 9:00-10:30**—Communication, Interaction and Engagement in Online Course Design
- **November 15<sup>th</sup> 2:00-4:00:** The Four C's to Fire Up Online Engagement
- **December 1<sup>st</sup> 11:00-12:00:** What Online Faculty can do to Support Online Learner Success
- **December 8<sup>th</sup> 9:00-10:30:** Ensuring Regular and Substantive Interaction

**Diversity: Equity, Inclusion, and Social Justice General Education**

- **SUNY Fellows Office Hours:** SUNY is providing drop-in office hours for any SUNY faculty looking for assistance integrating DEISJ content into their curriculum.  
[Link to DEISJ Fellows Office Hours](#)
- **Conference at SUNY Albany:** November 3-4<sup>th</sup>, SUNY Albany is hosting a DEISJ Conference. [Link to Register for SUNY DEISJ Conference](#)

**Program Advisory Boards:** The Radiologic Technology program hosted its annual advisory board meeting on Friday, October 20<sup>th</sup>, from 11:00-1:00.

Respectfully submitted,

Sarah Maroun  
Interim Vice President for Academic Affairs

## Vice President of Marketing & Enrollment

### Report to the Board of Trustees

Created October 23, 2023

#### Enrollment and Financial Aid Updates:

- **Major project updates:**
  - **SEM PLAN PROJECT:** The “Scholarships-4-Everyone” campaign that connects students to all of our existing and new scholarship opportunities was a great success this summer and we have been working to do a similar promotion for Spring semester as we still have funds remaining.
  - **SLATE CRM (Customer Relationship Management):** Slate has been utilized recently to create new scholarship applications for the 6 on Us, Opportunity, Human & Emergency Services, and Spring-Start Associates Degree in Nursing programs. This will allow us to better manage and report out on all of our scholarship programs. The team has also been working to develop specific forms (applications) for our non-credit offerings to make them more accessible.
  - **North Country Navigator:** This new mentoring program that launched this fall has been a nice added layer of support for our students. This week the navigators will be conducting the “Mid-Semester Check-In Project as students are just receiving their mid-term grades and may need extra assistance. Kathleen Dowd recently pulled together a report detailing many of the interactions that mentors have had with their cohorts to show the effectiveness and need for this type of program.
- **The Enrollment Team:** Application volume for the Fall semester was up 125 over previous year and we are currently tracking ahead for Spring semester. The new advising/registration process ran quite smoothly this past cycle helping to get students registered quicker and more efficiently than prior terms. Recently, a large group was brought together to chat about the work that occurred this summer and how it should be structured for this upcoming Spring semester registration. Slight modifications will be made to further enhance the experience for students. Finally, most members of the enrollment team have been out on the road for the better part of September/October meeting prospective students at college fairs, high school visits, and other types of events. Members of the team have been reporting better engagement from the prospects so that is a good sign of things to come.
- **The Financial Aid Team:** There are many new changes this year regarding the filing of FAFSAs for students as well as the processing and reporting on our end at the college. The department has been working through these changes to ensure there are no disruptions for our current or incoming students. New information is coming through often and I am certain that the team will continue to make the adjustments that are required.

#### Marketing and Web Updates:

- These past two months have been extremely busy with new campaigns promoting our non-credit offerings as well as other programmatic opportunities for students. Campaigns running recently include Wastewater Management, UpNCoding Bootcamp, Human and Emergency Services, Spring-Start ADN Nursing Program, and the NC College Fair promo.
- In the next two weeks, we will be kicking off our next rounds of the Scholarships-4-Everyone and Transfer Program campaigns then will begin the main Spring Registration promotion in mid-November.

**NC** North Country Community College  
Sponsored · 🌐

Help people in need through the on-campus and online Chemical Dependency Counseling, Child and Family Services, and Human Services programs or, be the first on the scene by enrolling in our Advanced Emergency Medical Technician program available at all campus locations! Scholarships are available whether you want to attend full or part-time starting this upcoming Spring or next Fall semester!



**HUMAN AND EMERGENCY SERVICES PROGRAMS**  
AT NORTH COUNTRY

nccc.edu  
**Make A Difference**  
Own Your Future

[Learn more](#)

**NC** North Country Community College  
Sponsored · 🌐

Learn how to positively impact the lives of children, adults, families, and those battling addiction through our on-campus and online Chemical Dependency Counseling, Child and Family Services, and Human Services programs. Or, be the first on the scene by enrolling in our Advanced Emergency Medical Technician program available at all campus locations. We have many scholarships designated for these in-demand programs!



**HUMAN AND EMERGENCY SERVICES PROGRAMS**  
AT NORTH COUNTRY

nccc.edu  
**Help Those in Need**  
Online Classes Available

[Learn more](#)



# HUMAN AND EMERGENCY SERVICES PROGRAMS AT NORTH COUNTRY

**Where there is passion,  
there is pursuit.**

Are you destined to help others in need? Do you want to positively impact other people's lives in a meaningful way? If so, then look no further than the **Human and Emergency Services programs at North Country Community College**. Our degrees in Chemical Dependency Counseling, Child and Family Services, and Human Services are offered on-campus and online. And, our Advanced Emergency Medical Technician program is offered at all three campus locations.

## OFFERING ON-CAMPUS & ONLINE DEGREES IN:

- Chemical Dependency Counseling
- Child and Family Services
- Human Services
- Advanced Emergency Medical Technician (On-Campus)

Visit [NCCC.EDU/HUMAN-SERVICES](https://nccc.edu/human-services)

North Country Community College. Offering the life-changing degrees you need. Learn more at [NCCC.EDU/HUMAN-SERVICES](https://nccc.edu/human-services)



# NEW SPRING START NURSING PROGRAM AT NORTH COUNTRY

## Get the degree and training necessary to become a Registered Nurse in as little as two semesters!

If you're already a Licensed Practical Nurse, we have a convenient way for you to take your next step towards becoming a Registered Nurse! Take advantage of our new evening and weekend Associate Degree in Nursing program where you will attend online courses during the evening hours and will be placed in clinicals, regionally.

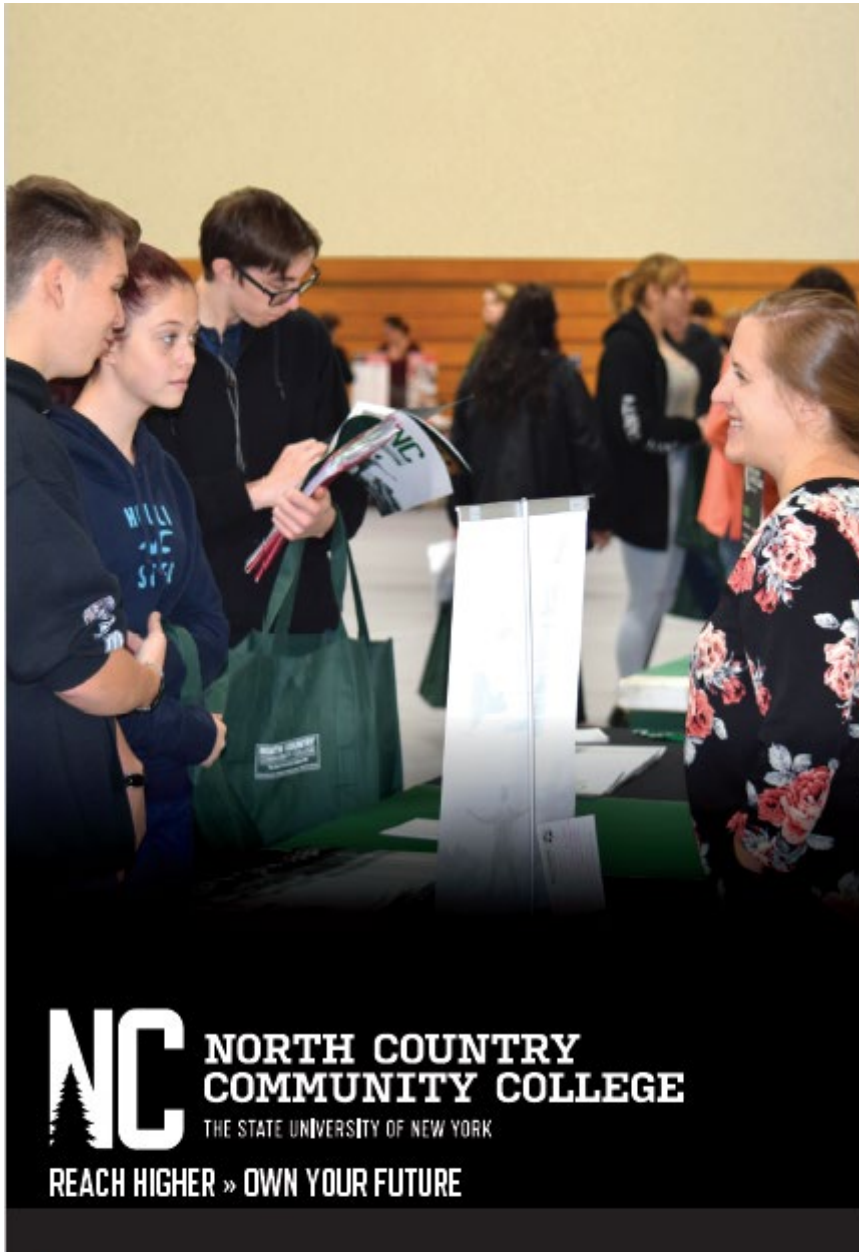
At North Country Community College, we offer a supportive atmosphere where you can find small class sizes, plenty of academic support, and a hands-on approach to the nursing profession.

All students who are accepted and enrolled into this new program may qualify for a \$1000 scholarship or more!

### Healthcare related programs at North Country:

- Associate Degree in Nursing (Spring)  
(NEW Evening/Weekend option to pursue RN licensure)
- Associate Degree in Nursing (Fall)  
(To pursue RN licensure)
- Practical Nursing Degree (Fall)  
(To pursue PN licensure)
- Health Science (AS or Certificate)
- Massage Therapy (AAS)
- Radiologic Technology (AAS)
- Healthcare Administration Track
- Advanced Emergency Medical Technician (AEMT) Certificate

To checkout this new program and all of our other healthcare related programs please visit [NCCC.EDU/HEALTHCARE](https://nccc.edu/healthcare).



## **NORTH COUNTRY COLLEGE FAIR**

Meet with reps from over 40 colleges & universities

**Get started on your college journey!**

**October 5th | 9-10:30am**  
Sparks Athletics Complex on the Saranac Lake Campus

**ALL ARE WELCOME**

## GENERAL CAMPAIGNS

### GUIDE TO HIGHER EDUCATION

We placed an ad and editorial in the annual Guide to Higher Education.

### HOLIDAY SPONSORSHIP

We placed a radio holiday sponsorship with CKON that ran 3 times per day from 12/15/22 – 1/1/23.

### GRADUATION ADS

We ran ads in several graduation programs for local high schools and newspapers.

#### *Newsprint*

- Pennysaver Graduation Booklet
- Lake Placid News on 6/23 and ADK Daily Enterprise on 6/24
- The Road Ahead distributed to Malone and Ticonderoga

### PAID SEARCH

We ran a general Google Ads campaign throughout the year to maintain a consistent presence for Google searches. This included turning on and off campaigns and ad groups depending on registration deadlines, programs, and anything else that was going on seasonally and at the college. The Paid Search campaign ran from December 18, 2022 – August 31, 2023.

#### *Overall Performance*

- Impressions: 40,701
- Clicks: 11,046
- CTR: 27.14% (618% above the average of 3.78% for a standard Google Ads Education campaign)
- CPC: \$1.01

#### *Top 10 Keywords (by Clicks)*

Keyword	Impressions	Clicks	CTR
north country community college	8,413	3,784	44.98%
nccc	4,782	2,643	55.27%
nccc college	1,529	969	63.37%
nccc.edu	1,578	772	48.92%
massage training	2,847	280	9.83%
nccc nursing	595	269	45.21%
nccc saranac lake	590	204	34.58%
radiologic technology degree	1,593	174	10.92%
nccc malone	357	134	37.54%
health science degrees	1,264	109	8.62%



### Top Ad (By Clicks)

North County Community College | Find Your Place | NCCC.EDU +6 more  
[www.nccc.edu](http://www.nccc.edu)  
 Find your place at North Country Community College. We are proud to offer a progressive...  
[View assets details](#)

## YOUTUBE ADVERTISING

We ran a YouTube Ads campaign to increase brand awareness featuring 3 different :15 videos. Each video had unique targeting based on its content. This campaign ran from December 18, 2022 – August 31, 2023.

### Overall Performance

- Impressions: 678,892
- Views: 79,018
  - A view is counted when a user watches either 30 seconds of your video or completes it (if the video is shorter than 30 seconds)
- View Rate
  - In-stream: 27.02%
  - In-feed: 0.68%
  - Shorts: 7.03%

### Performance by Campaign

Campaign	Impressions	Views	View Rate
Wilderness	256,187	35,879	14.01%
Healthcare	298,105	27,599	9.26%
Reach Higher	124,600	15,540	12.47%

## CONNECTED TV

We ran a Connected TV campaign to increase brand awareness featuring 3 different :15 videos. This campaign ran from January 12 – August 31, 2023.

### Overall Performance

- Impressions: 79,941
- Completion Rate: 98.61%
- Website Visits: 443



Events

[New Event](#) [New Template](#)

Search Events... 

October 2023

month week day < > today

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
12:30pm SUNY Fair - Fa... Farmingdale, NY	10:00am Jefferson-Lewi... Watertown, NY #8 5:00pm Jefferson-Lewis... Watertown, NY 6:30pm CASDA Schalm... Schenectady, NY	8:00am OpInform - Os... Oswego, NY 9:00am OFA College Day Ogdensburg, NY #33 (33) 5:00pm SUNY Potsdam ... Potsdam, NY #3 6:30pm CNS College Fair Cicero, NY 6:30pm CASDA Minisink... Slate Hill, NY	8:30am Salmon River Hi... Ft Covington, NY #6 5:00pm Community Res... Malone, NY 6:00pm SUNY Plattsbur... Plattsburgh, NY #13 6:30pm CASDA Marlbor... Marlboro, NY	9:00am NCCC Fair: Reps Saranac Lake, NY #46 9:00am NCCC FAIR: Stu... Saranac Lake, NY #5 11:00am SUNY Fair - N... New York, NY #60 2:20pm JK HS Visit Warrensburg, NY 4:30pm SUNY Fair - NY... New York, NY 5:00pm Southwest Tech... Gouverneur, NY 6:00pm Adirondack Sch... Queensbury, NY 6:30pm CASDA Washint... Washingtonville, NY	9:00am SUNY Fair - NY... New York, NY #62 10:00am FAHS Instant ... Malone, NY #3 10:00am Crown Point C... Crown Point, NY #5 12:00pm JK HS Visit Fort Ann, NY	8:00am OktoberFest Titus Malone, NY
8	9	10	11	12	13	14
1:00pm NYC Big Apple ... New York, NY	Fall Break - NCCC Closed	9:00am Poughkeepsie H... Poughkeepsie, NY 6:30pm CASDA Cornwal... New Windsor, NY 6:30pm MVCA Fair Utica, NY	8:00am OpInform - Sto... Stony Brook, NY 9:00am SP HS Visit Hammond, NY 10:00am CASDA Valley ... Montgomery, NY 10:30am JK HS Visit Lake Luzerne, NY 10:30am SP HS Visit Heuvelton, NY 11:45am SP HS Visit Morristown, NY 12:00pm JK HS Visit Coramh, NY 1:00pm VVS College Fair Verona, NY #6 1:00pm JK HS Visit Glens Falls, NY 1:30pm SP HS Visit Ogdensburg, NY #10 (10) 2:00pm JK HS Visit Bolton Lndg, NY 6:30pm CASDA Pine Bu... Pine Bush, NY 6:30pm RFA College Nig... Rome, NY	9:00am SP HS Visit Gouverneur, NY 9:30am BMCS Group Saranac Lake, NY #13 10:15am SP HS Visit De Kalb Jct, NY 10:30am CASDA Port Je... Port Jervis, NY 11:00am Madison Count... Oneida, NY 11:00am SP HS Visit Canton, NY 12:45pm SP HS Visit Ogdensburg, NY #1 1:00pm SP HS Visit Lisbon, NY 6:30pm CASDA Monroe... Central Vly, NY	8:00am OpInform - Adir... Queensbury, NY 9:30am SP HS Visit Colton, NY #2 (2) 10:45am SP HS Visit Parishville, NY	

15	16	17	18	19	20	21
6:30pm CASDA Kingsto... Kingston, NY	8:00am OpInform - FIT New York, NY	8:45am SP HS Visit Ellenburg, NY	8:00am Oswego CCA C... Fulton, NY #2	8:00am OpInform - Uni... Buffalo, NY		
	9:00am SP HS Visit Norwood, NY	9:00am College Informa... Cobleskill, NY #3	9:00am Forest Hills Coll... Forest Hills, NY	8:00am MDC HS Visit Lake Placid, NY #1		
	11:00am TC3 College Fair Dryden, NY	9:00am Ballston Spa Mi... Ballston Spa, NY	9:00am SP HS Visit Madrid, NY	8:00am SP HS Visit Hermon, NY		
	6:00pm TC3 College Fair Dryden, NY	10:15am SP HS Visit Chateaugay, NY	9:45am JK HS Visit Argyle, NY	8:00am RGZ HS Visit Adams, NY		
	6:30pm CASDA Rondou... Accord, NY	11:00am Burnt Hills-Ball... Burnt Hills, NY	11:00am JK HS Visit Cambridge, NY #3	10:00am RGZ HS Visit Sackets Hbr, NY		
		12:00pm SP HS Visit Brushton, NY	12:00pm MDC HS visit Port Henry, NY	10:45am MDC High Sch... Elizabethtown, NY		
		12:00pm RGZ HS Visit Turin, NY #4	12:15pm RGZ HS Visit Philadelphia, NY #4	11:15am RGZ HS Visit Chaumont, NY		
		1:00pm RGZ HS Visit Boonville, NY	12:30pm JK HS Visit Saratoga Spgs, NY	12:15pm RGZ HS Visit Belleville, NY		
		1:50pm RGZ HS Visit Remsen, NY	1:00pm RGZ HS Visit La Fargeville, NY	12:30pm MDC HS Visit Willsboro, NY #1		
		6:00pm CVES Mineville ... Mineville, NY #5	5:00pm AEC FEH BOCES Saranac Lake, NY	1:30pm MDC HS Visit Clintonville, NY		
		6:30pm CASDA Warwick... Warwick, NY	6:00pm Cayuga CCA Co... Auburn, NY #3	2:00pm RGZ HS Visit Harrisville, NY		
			6:30pm CASDA Goshen Goshen, NY			
22	23	24	25	26	27	28
TBD App Week (Local-ish)						
9:00am MDC HS Visit Schroon Lake, NY	8:00am SP App Week Massena, NY	8:15am RGZ HS Visit Watertown, NY	8:00am OpInform - Mo... Rochester, NY			
9:00am SP HS Visit Gouverneur, NY	9:30am CASDA Ellenville Ellenville, NY	9:00am FAHS Instant A... Malone, NY	8:45am JK HS Visit Newcomb, NY			
10:00am MDC HS Visit Crown Point, NY	9:30am JK HS Visit North Creek, NY	10:30am RGZ HS Visit Carthage, NY	9:00am RGZ HS Visit Clayton, NY			
11:00am MDC HS Visit Ticonderoga, NY	10:45am JK HS Visit Lake George, NY	11:30am RGZ HS Visit Beaver Falls, NY	10:00am JK HS visit Olmstedville, NY			
12:00pm SP App Week Ft Covington, NY	11:30am MDC HS Visit Saranac Lake, NY	12:20pm RGZ HS Visit Lowville, NY	10:10am RGZ HS Visit Dexter, NY			
	12:00pm RGZ HS Visit Old Forge, NY	2:00pm RGZ HS Visit Copenhagen, NY	12:00pm JK HS Visit Wells, NY			
	12:15pm JK HS Visit Chestertown, NY	6:30pm CASDA Newbur... Newburgh, NY	12:00pm RGZ HS Visit Alex Bay, NY			
	1:00pm JK HS Visit Queensbury, NY		2:00pm RGZ HS Visit Star Lake, NY			
			6:30pm CASDA Carmel Carmel, NY			
29	30	31	1	2	3	4
TBD App Week (Local-ish)						
10:45am SP HS Visit Lisbon, NY		9:00am HFM BOCES Col... Johnstown, NY	8:00am OpInform - Bin... Vestal, NY			
12:15pm SP HS Visit Potsdam, NY			10:00am SP HS Visit - R... Gouverneur, NY			
5:00pm Northwest Tech... Ogdensburg, NY						
5	6	7	8	9	10	11
8:00am CFES/Brilliant Pathways Event Burlington, VT		11:30am SP HS Visit St Regis Fls, NY	10:30am Adiondack You... Tupper Lake, NY			
12:10pm MDC HS Visit Keene Valley, NY	10:00am SP HS Visit Norwood, NY					
	12:30pm SP HS Visit Brasher Falls, NY					

## Spring 2024 Application Volume

Generated on 10/23/2023 at 10:07:31 AM ET

### Application Categories

Metric	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Spring Applications (total)	204	103	63
Incomplete Applications	93		
Decided	92	28	28
Applications Under Review (Competitiv...	15		
Withdrawn Applications	4		

### Admissions Decisions

Metric	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Decided Applications (Total)	92	28	28
Accepted Students	92	28	28
Standby Queue (PN, RAD, ADN)	7		
Denial			

### Yield (Intent to Enroll)

Metric	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Admitted: Confirmed Intent to Enroll	45	9	8
Admitted: Declined Enrollment			1

### Spring 2024 Registration/Scheduling Stats (FUII Drops/Withdrawn Removed)

Data will populate after New Student Registration opens.

### Spring 2024 Registration Queue

Data to begin populating after Spring 2024 New Student Registration opens.

# Fall 2024 Application Volume

Generated on 10/23/2023 at 10:07:35 AM ET

## Application Categories

Metric	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Fall Applications (total)	230	187	152
Incomplete Applications	146		
Decided	31	25	
Applications Under Review (Competitiv...	52		
Withdrawn Applications			

## Admissions Decisions

Metric	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Decided Applications (total)	31	25	
Accepted Applicants	31	25	
Denial			

## Yield (Intent to Enroll)

Metric	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll		3	
Admitted: Declined Enrollment			
Admitted/Confirmed: Declined Enrollm...		1	

## Fall 2024 Registration/Scheduling Stats (Full Drops/Withdrawn Removed)

Data to begin populating after Fall 2024 New Student Registration opens.

## Fall 2024 Registration Queue

Data to begin populating once Fall 2024 New Student Registration opens.

**North Country Community College  
Interim CFO's Report to the Board of Trustees  
October 27, 2023**

Greetings,

As always, I hope this report finds you well. In this month's report I'm giving 1) a preliminary view of August 2022-23, 2) a full year view of 2022-23 pre-audit, 3) an early look at 2023-24 with Fall '23 enrollment factored in, and 4) a few departmental updates. There is nothing to approve this month as these are just informational statements currently.

**Preliminary Financial Statements August 2023**

- The \$319K decrease in Cash is primarily related to North Country's cash outlay for the construction projects for which DASNY will not reimburse the college until after the project is complete. There are monies received for grants such as SEM, Department of Labor, and other SUNY enrollment and transformational initiatives waiting to be used while North Country develops strategies to best invest the funds, that are offsetting some of the constructions related outlays.
- The \$164K increase in Accounts Receivable-Students is related to students paying at a slower rate than in prior years. Some of this was masked in the prior year due to a write down of student receivables using Institutional HEERF funds in 2021-22. The write down was a one-time action and did not occur again in 2023.
- The \$641K increase in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. All the cash is received, owned, and disbursed by the operating fund while grant revenues and expenses are accounted for in a restricted fund, thus creating entries between the funds to recognize grant related cash receipts and disbursements. This is one of the last items completed during the financial audit.
- The \$1.5 million decrease in Due from Governments is related to HEERF Lost Revenue claims in 21-22 that were not drawn down until after the audit was complete, thus they were owed to the college. The current year lost revenue claims were drawn down already since the program ended June 30, 2023.
- The \$221K increase in Accounts Payable reflects current outstanding construction project invoices yet to be paid that were not incurred in the prior year.
- The Payroll and Benefit Liabilities variance of \$164K is related to the Medical Insurance premium paid in the current month for the subsequent month and it has not been reclassified to pre-paid activities during the year-end financial audit yet.
- The \$200K decrease in Other Liabilities is related to less deferred revenue or collections from customers in advance.

## 2022-23 Preliminary

- Enrollment full year
  - Please note that in-state declines were offset by the other revenue streams vs. PY and partially offset by 2<sup>nd</sup> Chance Pell vs. the budget.
  - Total FTE of 917 was 41 or 5% more than prior year but 28 or 3% less than budget.
  - In state FTE of 489 was 21 or 4% less than prior year and 40 or 8% less than budget.
  - Out-of-state FTE of 46 was 7 or 18% more than prior year and 1 or 3% more than budget.
  - Total In/Out FTE of 536 was 14 or 3% less than prior year and 39 or 7% less than budget.
  - Bridge FTE of 243 was 20 or 9% more than prior year but 7 or 3% less than budget.
  - 2nd Chance Pell FTE of 139 was 35 or 33% more than prior year and 19 or 16% more than budget.
  
- Revenue full year preliminary - \$768K or 5% better than budget
  - Worse than Budget*
    - \$86K - Reduction of NYS rental aid and aid to small colleges.
    - \$57K - Increase for college bad debt allowance. The college is seeing higher than usual delinquent accounts in recent years.
    - \$27K – Fees were worse than budget due to the decline of In State enrollment.
  - Better than Budget*
    - \$509K - HEERF lost revenue that became available by recouping DASNY matching funds related to previously purchased Distance Learning Technologies. The DASNY matching funds allowed the college to use the previously spent HEERF monies on lost revenue in 22-23.
    - \$280K - Increase in approved chargeback rate charged to other counties. This also includes \$120K in 2<sup>nd</sup> Chance Pell chargebacks for which the college has not billed out in previous years.
    - \$79K - Increase in investment income due to higher interest rates and leveraging a money market account for operational funds.
    - \$70K - Increase in tuition was related to non-credit courses such as Upcoding and EMT/AEMT as well as the mix of more part-time vs. full time credit hours than projected. These increases offset decreases due to declined enrollment vs budget.
  
- Expense full year preliminary – \$20K or 0.1% better than budget
  - Worse than Budget*
    - \$150K – Salaries were worse than the budget. Regular full-time salaries were \$54K better than budget and the college saved \$18K in registration salaries due to a process change. These savings were offset by overload wages which were \$114K worse than budget and part-time, adjunct, and student wages that were a combined \$108K worse than budget.
    - \$54K - Information Technology costs were higher than budget, as the college continues to invest in technology to better serve students and create efficiencies.
    - \$52K - Maintenance costs were higher than budget due to unanticipated repairs to the Malone roof, Malone compressor replacement, Ticonderoga boiler issues, and a Saranac Lake fire panel replacement.
    - \$24K - Professional Services were worse primarily due to an unanticipated spend with Great Range, LLC to create marketing videos/photos, etc., an unanticipated spend with Niche.com to increase enrollment, and more in-person student recruiting than anticipated.
    - \$16K – Equipment was worse than budget because the college increased the threshold for asset capitalization after the budget was developed. More equipment will now be expensed and not capitalized due to the change in policy.
    - \$12K - Property and Liability Insurance increase was anticipated after budget was locked due to a revaluation of properties and auto collisions, as well as cyber security premium increases.



### *Better than Budget*

- \$75K - Scholarships were better as the Hodson scholarship was accidentally budgeted too high since it is no longer used to supplement the elimination of the Adirondack scholarship for returning students, the Franklin scholarship is under budget, and concurrent enrollment is currently projected to be slightly under budget thus won't need as many scholarships.
  - \$74K - The retirement provision for anticipated increases was not needed.
  - \$56K - Health Insurance increase was realized but not quite at the level budgeted.
  - \$47K – Energy costs were better than budget primarily over the summer months.
  - \$30K - Library and Instructional Supplies were consistent with prior years and the budgeted provision was higher than needed.
  - \$14K - Office and General Supplies were consistent with prior years and the budgeted provision was higher than needed.
  - \$11K - Miscellaneous was better which includes bank charges, catering, professional development, etc.
- Non-Operating Expense full year preliminary – \$355K worse than budget
    - This \$355K reflects construction in progress at year end for the science and nursing lab improvement projects not covered by grant funding. These are construction costs that will be reimbursed in 2023-24 by DASNY once the projects are complete.
  - The college operated 22-23 at a \$400K deficit. The preliminary full year deficit including non-operating activity was \$754K and the fund balance on August 31, 2023 was \$5.4 million or 35% of 22-23 net operating costs.

### **2023-24 Forecast**

- Enrollment Fall 2023
  - Total FTE of 498 was 11 or 2% more than prior year but 14 or 3% less than budget.
  - In state FTE of 258 was 19 or 8% more than prior year and 11 or 5% more than budget.
  - Out-of-state FTE of 21 was 5 or 17% less than prior year and 7 or 24% less than budget.
  - Total In/Out FTE of 281 was 15 or 6% more than prior year and 4 or 1% more than budget.
  - Bridge FTE of 177 was flat to prior year but 8 or 4% less than budget.
  - 2nd Chance Pell FTE of 40 was 4 or 10% less than prior year and 10 or 20% less than budget.
- Enrollment full year projection
  - Total FTE of 943 is 26 or 3% more than prior year but 9 or 1% less than budget.
  - In state FTE of 537 is 48 or 10% more than prior year and 36 or 7% more than budget.
  - Out-of-state FTE of 38 is 8 or 18% less than prior year and 12 or 25% less than budget.
  - Total In/Out FTE of 575 is 39 or 7% more than prior year and 24 or 4% more than budget.
  - Bridge FTE of 242 is flat to prior year but 8 or 3% less than budget.
  - 2nd Chance Pell FTE of 125 is 14 or 10% less than prior year and 25 or 17% less than budget.
- Revenue full year projection - \$21K or 0.1% better than budget
  - *Worse than Budget*
  - \$193K – 2<sup>nd</sup> Chance Pell revenue reduction due to 17% projected less enrollment vs. budget.
  - \$97K – Out of State tuition reduction due to 25% projected less enrollment vs. budget.
  - \$17K – Concurrent Enrollment (Bridge) revenue reduction due to 3% projected less enrollment vs. budget.

### *Better than Budget*

- \$190K – In State tuition increase due to 7% projected more enrollment vs. budget.
- \$100K – Chargebacks to other counties increase for 2<sup>nd</sup> Chance Pell. 22-23 was the first year the college billed out for incarcerated students and the actual experience exceeded what was conservatively budgeted for 23-24.
- \$38K – College and Course Fees increase due to 4% projected more in and out of state enrollment vs. budget.
- Expense full year projection – \$12K or 0.1% better than budget
  - Better than Budget*
  - \$12K - Scholarships are better as concurrent enrollment is currently projected to be slightly under budget thus won't need as many scholarships.
- Non-Operating Expense full year projection – \$355K better than budget
  - This \$355K reflects DASNY reimbursement for construction in progress at 22-23 year-end related to the science and nursing lab improvement projects, not covered by grant funding. These are construction costs that were booked in 2022-23 and are being reimbursed in 2023-24 once the projects are complete.
- The college is operating 23-24 at a \$458K deficit. The actual full year deficit including non-operating activity is currently projected to be \$103K, and the fund balance would finish August 31, 2024, at \$5.3 million or 36% of 23-24 net operating costs.

## **2024-28 5-Year Projections**

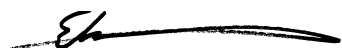
- **Baseline Assumptions**
  - In State projections based on historical trends. 24-28 assumed a drop of 5-6% year over year.
  - Out of State, Concurrent Enrollment (bridge students), and the 2<sup>nd</sup> Chance Pell prison program are back to pre-pandemic levels 24-28.
  - 2% Tuition increase year over year 2024-28. Tuition was frozen from 20-24. (Every 1% increase = \$30K revenue).
  - County operating aid increased by \$200K in 2023-24. Assumed to remain at 23-24 level in 24-28.
  - NYS base aid rate includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-28. NYS base aid 100% floor is based on 21-22 fiscal year which was 98% of 20-21 fiscal year base aid. North Country enjoys the 100% floor rule at present time.
  - Salaries include a \$190K increase per year for contractual labor increases. Adjunct and Overload are reduced for process changes and program deactivations.
  - Benefits assume a 3% increase per year primarily for Health Insurance.
  - Non-personnel costs assume a 1.5% increase per year to cover rent escalations and rising technology costs.
  - Starting in July 2025, the NCCC Foundation bonds will mature, and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.
- **New Initiatives**
  - New initiatives are projected to yield \$3 million in revenue over the next five years 2023-28.
  - You can see the transformation of the college replacing the historical annual loss of in state FTE with new initiatives and offerings. In 2027-28 normal in state FTE drops by 121 vs. 2022-23 and is replaced by 127 new initiative FTE

- **Expense Reductions**
  - Currently the college has identified \$690K in savings per year or \$3.4 million over the next five years 2023-28. The details of these savings can be found in the document titled “Presidential Response to 8.2 Committee RE: 2022-23 Retrenchment Plan – Final Version”.
  - The college will be guided by the plan for a sustainable future and the strategic plan when formulating any further expense reductions.
- **Fund Balance**
  - The fund balance is projected to be \$2.6 million or 16% of 27-28 Net Operating Costs.

## Departmental Updates

- 2024-25 Budget
  - Tuition and Fees are being discussed for the 2024-25 academic year.
    - The college has frozen tuition for the past 4 years.
    - The cost of higher education is still perceived as being high to students.
    - Each 1% increase in tuition yields \$30K in additional revenue.
    - The admin team was split 3v3 voting to increase tuition.
    - The Long-Range Planning Committee voted to increase tuition by 2% in 24-25.
    - The President’s Council is still voting.
    - The Senate will discuss and provide their recommendation in the November 10 meeting.
    - The NCCC Board of Trustees will get to vote on the President’s recommendation in the November 17 board meeting.
    - Massage Therapy is adding a fee to cover exam preparation tools.
  - Revenue and expense models and templates are being developed for use.
  - Enrollment projections will be the first item established by the Admin and Institutional Research teams.
  - The annual Open Budget Forum will be held in early December to formally kick the process off for the college community.
- 2022-23 Financial Audit
  - The external auditors will be on the Saranac Lake, NY campus next week to conduct their fieldwork.
  - The audit is still on schedule despite being down a procurement position for 2 months and the construction project tracking distracting the Comptroller.
- Mary Smutz retired from the Business Office in early September. She handled procurement and was a very valuable long-time employee of the college that will be missed. Darlene Livernois was hired to take her place and will start 11/13.
- The Bursar continues working with IT on creating technical and functional process efficiencies as well as better ways to serve our students electronically. Ig. invoicing, refunds, reminders, etc.
- The Money Market fund the college began using for operational funds (think your checking account) has yielded just under \$80K Feb-Aug 22-23!
- The college was recently awarded \$1.065 million in non-recurring direct operating support from NYS. The college submitted the planned usage of the funding and received the first payment of \$266K already.

Kind regards,



Erik Harvey  
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND PRELIMINARY FINANCIAL REPORT**

**As of August 31, 2023**

SUBMITTED TO THE BOARD OF TRUSTEES

October 27, 2023

Presented by

ERIK HARVEY

Interim CFO

<b>North Country Community College Preliminary Balance Sheet AUGUST 31, 2023</b>			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 4,554,241	\$ 4,873,169	\$ (318,928)
Accounts Receivable-Students	579,939	415,995	163,944
Due From NCCC Association	68,076	28,750	39,326
Due From NCCC Foundation (Contributions)	1,065,236	963,967	101,269
Due From Other Funds	895,997	254,184	641,813
Due From Governments (State & Fed Fin Aid)	(216,959)	1,305,906	(1,522,865)
Prepaid Expenses	230,238	140,700	89,538
<b>Total Assets</b>	<b>\$ 7,176,767</b>	<b>\$ 7,982,671</b>	<b>\$ (805,904)</b>
<b>Liabilities</b>			
Accounts Payable	\$ 249,375	\$ 28,233	\$ 221,142
Payroll & Benefits Liabilities	(151,747)	12,262	(164,009)
Due to NCCC Association (Room, Meals, Books)	3,746	-	3,746
Due to NCCC Foundation (Rent)	289,370	278,298	11,073
Due to Other Funds	-	20	(20)
Due to Retirement	370,025	367,236	2,789
Compensated Absences	412,068	338,635	73,433
Other Liabilities	587,989	787,770	(199,781)
<b>Total Liabilities</b>	<b>\$ 1,760,827</b>	<b>\$ 1,812,454</b>	<b>\$ (51,627)</b>
<b>Month End Equity</b>	<b>\$ 5,415,940</b>	<b>\$ 6,170,216</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 7,176,767</b>	<b>\$ 7,982,671</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/22	\$ 6,170,216		
Actual 22-23 Surplus (Deficit)	\$ (754,275)		
Preliminary Fund Balance as of 09/01/23 <sup>1</sup>	\$ 5,415,940		
Preliminary Fund Balance as a % of NOC	35%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$14,876,190.			

<b>North Country Community College Preliminary Revenues &amp; Expenditures AUGUST 31, 2023</b>				
	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 5,364,492	\$ 5,374,243	\$ 9,752	100%
Sponsors' Contribution	2,380,000	2,380,000	(0)	100%
Chargebacks	725,000	1,004,601	279,601	139%
Out-of-State Tuition	356,400	332,773	(23,627)	93%
State Aid	4,090,485	4,004,648	(85,837)	98%
HEERF Revenue Loss Claims	-	509,025	509,025	NA
Contributions	1,200,428	1,279,302	78,874	107%
<b>Total Revenues</b>	<b>\$ 14,116,804</b>	<b>\$ 14,884,593</b>	<b>\$ 767,788</b>	<b>105%</b>
<b>Expenditures</b>				
Salaries	\$ 7,242,413	\$ 7,392,827	\$ 150,414	102%
Payroll Taxes	522,208	511,118	(11,090)	98%
Medical	2,095,644	2,039,756	(55,888)	97%
Retirement	698,983	625,262	(73,722)	89%
Other	192,893	194,372	1,479	101%
Equipment	24,450	40,077	15,627	164%
Facility Leases	1,629,403	1,625,383	(4,020)	100%
Utilities	464,000	417,329	(46,671)	90%
Maintenance	161,025	212,954	51,929	132%
Office & General Supplies	56,085	42,108	(13,977)	75%
Advertising	184,200	179,210	(4,990)	97%
Professional Services	103,600	127,806	24,206	123%
Information Technology	475,000	528,568	53,568	111%
Library & Instructional Supplies	180,540	150,524	(30,016)	83%
Scholarships	743,192	668,672	(74,521)	90%
Travel	52,216	49,065	(3,151)	94%
Property & Liability Ins.	149,000	160,728	11,728	108%
Miscellaneous	329,680	318,584	(11,096)	97%
<b>Total Expenditures</b>	<b>\$ 15,304,533</b>	<b>\$ 15,284,343</b>	<b>\$ (20,191)</b>	<b>100%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (1,187,729)</b>	<b>\$ (399,750)</b>	<b>\$ 787,979</b>	<b>-66%</b>
Non-Operating Activity	-	(354,525)	(354,525)	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (1,187,729)</b>	<b>\$ (754,275)</b>	<b>\$ 433,453</b>	<b>-36%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**22-23 PRELIMINARY OPERATING RESULTS**

SUBMITTED TO THE BOARD OF TRUSTEES

October 27, 2023

Presented by  
ERIK HARVEY  
Interim CFO

**2022-23 August Actual**  
For the year ending August 31, 2023

FTE	Budget	Prelim	More (Less) vs. Budget	
In-State	530	489	(40)	-8%
Out of State	45	46	1	3%
<b>In/Out of State FTE</b>	<b>575</b>	<b>536</b>	<b>(39)</b>	<b>-7%</b>
Concurrent Enrollment	250	243	(7)	-3%
<b>Core Operating FTE</b>	<b>825</b>	<b>778</b>	<b>(47)</b>	<b>-6%</b>
Pell Prison Program	120	139	19	16%
<b>Total FTE</b>	<b>945</b>	<b>917</b>	<b>(28)</b>	<b>-3%</b>

Unrestricted Fund (in thousands)	Budget	Prelim	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 4,769	\$ 4,839	\$ 70	1%
Fees	1,077	1,050	(27)	-3%
Sponsor's Contribution	2,380	2,380	(0)	0%
Chargebacks to Other Counties	725	1,005	280	39%
State Aid	4,090	4,005	(86)	-2%
HEERF Revenue Loss Claims	-	509	509	NA
Contributions & Other Income	1,200	1,279	79	7%
Reserve for Bad Debt	(125)	(182)	(57)	46%
<b>Total Revenues</b>	<b>14,117</b>	<b>14,885</b>	<b>768</b>	<b>5%</b>
<b>Expenditures</b>				
Salaries	7,242	7,393	150	2%
Payroll Taxes	522	511	(11)	-2%
Medical	2,096	2,040	(56)	-3%
Retirement	699	625	(74)	-11%
Other	193	194	1	1%
Equipment	24	40	16	64%
Facility Leases	1,629	1,625	(4)	0%
Utilities	464	417	(47)	-10%
Maintenance	161	213	52	32%
Office & General Supplies	56	42	(14)	-25%
Advertising	184	179	(5)	-3%
Professional Services	104	128	24	23%
Information Technology	475	529	54	11%
Library & Instructional Supplies	181	151	(30)	-17%
Scholarships	743	669	(75)	-10%
Travel	52	49	(3)	-6%
Property & Liability Ins.	149	161	12	8%
Miscellaneous	330	319	(11)	-3%
<b>Total Expenditures</b>	<b>15,305</b>	<b>15,284</b>	<b>(20)</b>	<b>0%</b>
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (1,188)</b>	<b>\$ (400)</b>	<b>\$ 788</b>	<b>66%</b>
Non-Operating	-	(355)	(355)	NA
<b>Total Fund Surplus (Deficit):</b>	<b>\$ (1,188)</b>	<b>\$ (754)</b>	<b>\$ 433</b>	<b>-36%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**23-24 OCTOBER OPERATING FORECAST**

SUBMITTED TO THE BOARD OF TRUSTEES

October 27, 2023

Presented by  
ERIK HARVEY  
Interim CFO



## 2023-24 October Forecast

For the year ending August 31, 2024

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	501	537	36	7%
Out of State	50	38	(12)	-25%
<b>In/Out of State FTE</b>	<b>551</b>	<b>575</b>	<b>24</b>	<b>4%</b>
Concurrent Enrollment	250	242	(8)	-3%
<b>Core Operating FTE</b>	<b>801</b>	<b>818</b>	<b>16</b>	<b>2%</b>
Pell Prison Program	150	125	(25)	-17%
<b>Total FTE</b>	<b>951</b>	<b>943</b>	<b>(9)</b>	<b>-1%</b>

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
<b>Revenues</b>				
Tuition	\$ 4,976	\$ 4,859	\$ (117)	-2%
Fees	1,004	1,042	38	4%
Sponsor's Contribution	2,580	2,580	-	0%
Chargebacks to Other Counties	823	923	100	12%
State Aid	3,940	3,940	-	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	1,291	1,291	-	0%
Reserve for Bad Debt	(148)	(148)	-	0%
<b>Total Revenues</b>	<b>14,466</b>	<b>14,487</b>	<b>21</b>	<b>0%</b>
<b>Expenditures</b>				
Salaries	7,049	7,049	-	0%
Payroll Taxes	511	511	-	0%
Medical	2,118	2,118	-	0%
Retirement	641	641	-	0%
Other	187	187	-	0%
Equipment	22	22	-	0%
Facility Leases	1,651	1,651	-	0%
Utilities	466	466	-	0%
Maintenance	189	189	-	0%
Office & General Supplies	43	43	-	0%
Advertising	179	179	-	0%
Professional Services	126	126	-	0%
Information Technology	504	504	-	0%
Library & Instructional Supplies	155	155	-	0%
Scholarships	582	569	(12)	-2%
Travel	45	45	-	0%
Property & Liability Ins.	164	164	(0)	0%
Miscellaneous	325	325	-	0%
<b>Total Expenditures</b>	<b>14,956</b>	<b>14,944</b>	<b>(12)</b>	<b>0%</b>
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ (491)</b>	<b>\$ (458)</b>	<b>\$ 33</b>	<b>7%</b>
Non-Operating	-	355	355	NA
<b>Total Fund Surplus (Deficit):</b>	<b>\$ (491)</b>	<b>\$ (103)</b>	<b>\$ 388</b>	<b>-79%</b>



## North Country Community College 5-Year Financial Projection

In thousands	Actual							Prelim	Projected				
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
<b>FTE Students</b>													
In-State	773	694	711	655	575	577	493	462	482	398	378	359	341
New Initiatives	-	-	-	-	-	-	-	27	55	119	127	127	127
Out-of-State	57	52	46	44	73	31	39	46	38	50	50	50	50
<b>Subtotal In/Out-of-State</b>	<b>830</b>	<b>746</b>	<b>757</b>	<b>699</b>	<b>649</b>	<b>609</b>	<b>533</b>	<b>536</b>	<b>575</b>	<b>567</b>	<b>555</b>	<b>536</b>	<b>518</b>
Bridge	214	248	257	255	250	234	240	243	242	250	250	250	250
<b>Subtotal Core Operating</b>	<b>1,044</b>	<b>994</b>	<b>1,014</b>	<b>954</b>	<b>898</b>	<b>843</b>	<b>772</b>	<b>778</b>	<b>818</b>	<b>817</b>	<b>805</b>	<b>786</b>	<b>768</b>
Pell Program	-	96	173	151	146	133	104	139	125	150	150	150	150
<b>Total</b>	<b>1,044</b>	<b>1,090</b>	<b>1,187</b>	<b>1,105</b>	<b>1,044</b>	<b>976</b>	<b>876</b>	<b>917</b>	<b>943</b>	<b>967</b>	<b>955</b>	<b>936</b>	<b>918</b>
<b>Unrestricted Fund</b>													
<b>Revenue</b>													
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,707	\$ 5,753	\$ 6,025	\$ 5,999	\$ 5,919	\$ 5,849
State Aids	3,877	3,728	3,897	4,245	4,138	3,846	4,076	4,005	3,940	3,953	3,967	3,981	3,995
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,385	3,503	3,503	3,503	3,503	3,503
HEERF Revenue Loss Claims	-	-	-	-	-	552	1,556	509	-	-	-	-	-
Contributions Other Income	983	1,067	1,076	1,153	1,090	1,229	1,085	1,279	1,291	1,408	1,832	1,866	1,901
<b>Total Revenues</b>	<b>13,367</b>	<b>14,043</b>	<b>14,536</b>	<b>14,500</b>	<b>14,784</b>	<b>15,165</b>	<b>15,137</b>	<b>14,885</b>	<b>14,487</b>	<b>14,889</b>	<b>15,300</b>	<b>15,269</b>	<b>15,248</b>
<b>Expense</b>													
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,393	7,049	7,256	7,446	7,636	7,826
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,371	3,457	3,560	3,664	3,772	3,882
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,521	4,439	4,501	4,567	4,633	4,700
<b>Total Expenses</b>	<b>12,422</b>	<b>13,040</b>	<b>14,279</b>	<b>14,870</b>	<b>14,916</b>	<b>13,747</b>	<b>14,516</b>	<b>15,284</b>	<b>14,944</b>	<b>15,317</b>	<b>15,677</b>	<b>16,041</b>	<b>16,408</b>
<b>Operating Surplus (Deficit)</b>	<b>945</b>	<b>1,003</b>	<b>257</b>	<b>(370)</b>	<b>(133)</b>	<b>1,419</b>	<b>621</b>	<b>(400)</b>	<b>(458)</b>	<b>(429)</b>	<b>(377)</b>	<b>(772)</b>	<b>(1,160)</b>
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	(355)	355	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ 861</b>	<b>\$ 959</b>	<b>\$ (79)</b>	<b>\$ (363)</b>	<b>\$ (336)</b>	<b>\$ 1,318</b>	<b>\$ 569</b>	<b>\$ (754)</b>	<b>\$ (103)</b>	<b>\$ (429)</b>	<b>\$ (377)</b>	<b>\$ (772)</b>	<b>\$ (1,160)</b>
<b>Fund Balance Beginning 9/1</b>													
	\$ 3,242	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,416	\$ 5,313	\$ 4,884	\$ 4,508	\$ 3,736
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(754)	(103)	(429)	(377)	(772)	(1,160)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 6,170</b>	<b>\$ 5,416</b>	<b>\$ 5,313</b>	<b>\$ 4,884</b>	<b>\$ 4,508</b>	<b>\$ 3,736</b>	<b>\$ 2,576</b>
<b>Fund Balance NOC %</b>	<b>33.0%</b>	<b>38.8%</b>	<b>34.9%</b>	<b>31.1%</b>	<b>28.7%</b>	<b>40.7%</b>	<b>42.5%</b>	<b>35.4%</b>	<b>35.6%</b>	<b>31.9%</b>	<b>28.8%</b>	<b>23.3%</b>	<b>15.7%</b>

**Assumptions:**

- FTE's
  - In State projections based on historical trends. 2024-28 assumed a drop of 5-6% yr over yr.
  - New initiatives are assumed to be In-State students.
  - Out-of-State gets back up to average pre-pandemic levels in 24-28.
  - Concurrent enrollment (bridge students) and the Pell prison program are back to pre-pandemic levels 24-28.
- Tuition
  - 2% Increase year over year 24-28. Same tuition level 20-24. (Every 1% increase = \$30K revenue).
- Fees
  - Assumed same rates as 20-21, proportionate to FTEs.
- County Aid
  - Operating aid increased by \$200K in 2023-24. Assumed to remain at 23-24 level in 24-28.
- State Aid
  - Base aid rate includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-28. NYS base aid 100% floor is based on 21-22 fiscal year which was 98% of 20-21 fiscal year base aid.
  - Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation.
- Salaries
  - \$190K increase per year for contractual labor increases. Adjunct and Overload are reduced for process changes and program deactivations.
- Benefits
  - 3% increase per year.
- Contractual
  - 1.5% increase per year to cover rent rate escalations and rising technology costs.
- Prison Program
  - Favorable legislation has been passed ensuring Pell extension by 7/21/23. NYS Governor also approved TAP for incarcerated students.
- Donations
  - \$100K from NCCC Foundation in each years 20-21, 21-22, and 22-23 as well as ~\$80K in 23-24 not included above, placed in restricted funds to help increase student enrollment.
  - Included above and starting in July 2025, the NCCC Foundation bonds will mature and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.

## North Country Community College

### 5-Year Financial Projection

For the 5 years ending August 31, 2027

	Prelim		Projected			
	22-23	23-24	24-25	25-26	26-27	27-28
<b>AAFTE Students</b>						
In-State	462	482	398	378	359	341
New Initiatives	27	55	119	127	127	127
Out-of-State	46	38	50	50	50	50
<b>Subtotal In/Out-of-State</b>	<b>536</b>	<b>575</b>	<b>567</b>	<b>555</b>	<b>536</b>	<b>518</b>
Concurrent Enrollment (bridge)	243	242	250	250	250	250
<b>Subtotal Core Operating</b>	<b>778</b>	<b>818</b>	<b>817</b>	<b>805</b>	<b>786</b>	<b>768</b>
Pell Program	139	125	150	150	150	150
<b>Total AAFTE</b>	<b>917</b>	<b>943</b>	<b>967</b>	<b>955</b>	<b>936</b>	<b>918</b>

in thousands

#### Unrestricted Fund

Revenue							
Operating Revenue	14,742	14,196	14,248	14,603	14,557	14,522	
New Initiatives Tuition	143	290	641	698	712	726	
<b>Total Revenue</b>	<b>\$ 14,885</b>	<b>\$ 14,487</b>	<b>\$ 14,889</b>	<b>\$ 15,300</b>	<b>\$ 15,269</b>	<b>\$ 15,248</b>	
Expense							
Operating Expense	15,284	15,633	16,006	16,366	16,730	17,098	
Expense Reductions	-	(689)	(689)	(689)	(689)	(689)	
<b>Total Expense</b>	<b>15,284</b>	<b>14,944</b>	<b>15,317</b>	<b>15,677</b>	<b>16,041</b>	<b>16,408</b>	
<b>Operating Surplus (Deficit)</b>	<b>(400)</b>	<b>(458)</b>	<b>(429)</b>	<b>(377)</b>	<b>(772)</b>	<b>(1,160)</b>	
Non-Operating	(355)	355	-	-	-	-	
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ (754)</b>	<b>\$ (103)</b>	<b>\$ (429)</b>	<b>\$ (377)</b>	<b>\$ (772)</b>	<b>\$ (1,160)</b>	
<b>Fund Balance Beginning 9/1</b>	<b>\$ 6,170</b>	<b>\$ 5,416</b>	<b>\$ 5,313</b>	<b>\$ 4,884</b>	<b>\$ 4,508</b>	<b>\$ 3,736</b>	
Changes to Net Position	(754)	(103)	(429)	(377)	(772)	(1,160)	
<b>Fund Balance Ending 8/31</b>	<b>\$ 5,416</b>	<b>\$ 5,313</b>	<b>\$ 4,884</b>	<b>\$ 4,508</b>	<b>\$ 3,736</b>	<b>\$ 2,576</b>	
<b>Fund Balance NOC %</b>	<b>35.4%</b>	<b>35.6%</b>	<b>31.9%</b>	<b>28.8%</b>	<b>23.3%</b>	<b>15.7%</b>	

#### AAFTE Projections

	22-23	23-24	24-25	25-26	26-27	27-28
<b>New Initiatives</b>						
PN/ADN program back to pre-pandemic levels	-	1	34	34	34	34
Rad-Tech program back to pre-pandemic levels	-	2	2	2	2	2
Akwesasne student population increase	7	-	7	7	7	7
AEMT   EMT certification programs	1	2	8	8	8	8
AS Business: Healthcare Administration track	1	8	5	9	9	9
Entrepreneurship Certificate	4	2	4	5	5	5
AA Lib Arts – Early Childhood Ed pathway	14	17	14	14	14	14
ADN Program Expansion	-	13	24	24	24	24
Digital Design and Advertising Certificate	-	1	5	5	5	5
Teaching Assistant Certificate	-	8	5	5	5	5
Workforce Development Office	-	-	11	14	14	14
<b>Total Projected New Initiative FTE</b>	<b>27</b>	<b>55</b>	<b>119</b>	<b>127</b>	<b>127</b>	<b>127</b>
In-State Tuition (Per FTE)	\$ 5,280	\$ 5,280	\$ 5,386	\$ 5,493	\$ 5,603	\$ 5,715
College and Course Fees (Per FTE)	\$ 1,977	\$ 1,929	\$ 2,004	\$ 2,008	\$ 2,009	\$ 2,025
Operating Chargeback Rate (Per FTE)	\$ 5,010	\$ 4,330	\$ 4,330	\$ 4,330	\$ 4,330	\$ 4,330
Tuition Increase	0%	0%	2%	2%	2%	2%
Second Chance Pell Chargebacks	\$ 120,240	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Certificate Revenue (no AAFTE Associated)	\$ 57,000	\$ -	\$ -	\$ -	\$ -	\$ -

# Student Affairs

## October 2023 Senate & BoT Report

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

JERRAD DUMONT – ATHLETICS FACILITY MANAGER

KENT EGGLEFIELD – SPORTS INFORMATION

KATHY GOODROW – OFFICE ASSISTANT

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

BRUCE KELLY – COORDINATOR OF STUDENT LIFE

CHAD LADUE – ATHLETICS DIRECTOR

**Athletics Department:** [nccc.prestosports.com/](https://nccc.prestosports.com/)

- The Athletics Department and the Student Government Association have co-sponsored a second year of access to [HUDLTV](#) for fans to watch live streaming and recorded home games at NCCC. **Outdoor live streaming of field competitions is now available!**
- Women's soccer is getting gearing up for the playoffs and both women's and men's basketball are in full swing.
- The Athletics Department has resumed offering Kids Night Out events this semester.
- Community Recreation Programs have been engaging community members in Pickleball, Water Aerobics, and Youth Swim Lessons.



**Campus Safety & Community Standards:** [nccc.edu/campus-safety](https://nccc.edu/campus-safety)

- The [2023 NCCC Annual Campus Security & Fire Safety Report](#) was published on our website at the end of September to stay in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Statistics Act (hereinafter referred to as the Campus Security Act). “The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act, 20 U.S.C. 1092) was originally enacted as Title II of the Student Right-to-Know and Campus Security Act of 1990 (P.L. 101-542); it was signed into federal law as an amendment to the Higher Education Act of 1965. The Clery Act was enacted to increase the accountability and transparency of Institutions of Higher Education (IHEs) in meeting certain responsibilities with regard to the safety and security of students on their campuses. It required IHEs participating in HEA Title IV financial assistance programs to disclose campus crime statistics and security information.” ([Library of Congress - History of the Clery Act: Fact Sheet](#)) The Clery Act requires institutions of higher education to disclose statistics for reported crimes based on where the crimes occurred, to whom the crimes were reported, the types of crimes that were reported, and the year in which crimes were reported. The 2023 Report contains crime data and fire safety data from the calendar year 2022.
- **Calling for volunteers from employees** willing to serve and be trained as conduct advisors, conduct hearing panelists, and conduct appeal committee members. Please contact Kim if you are interested in participating in this important role to support accountability, responsibility, and developmental growth for our students. Participates may be called upon to serve in decision maker roles for violations of the Student Code of Conduct or Title IX Policy.

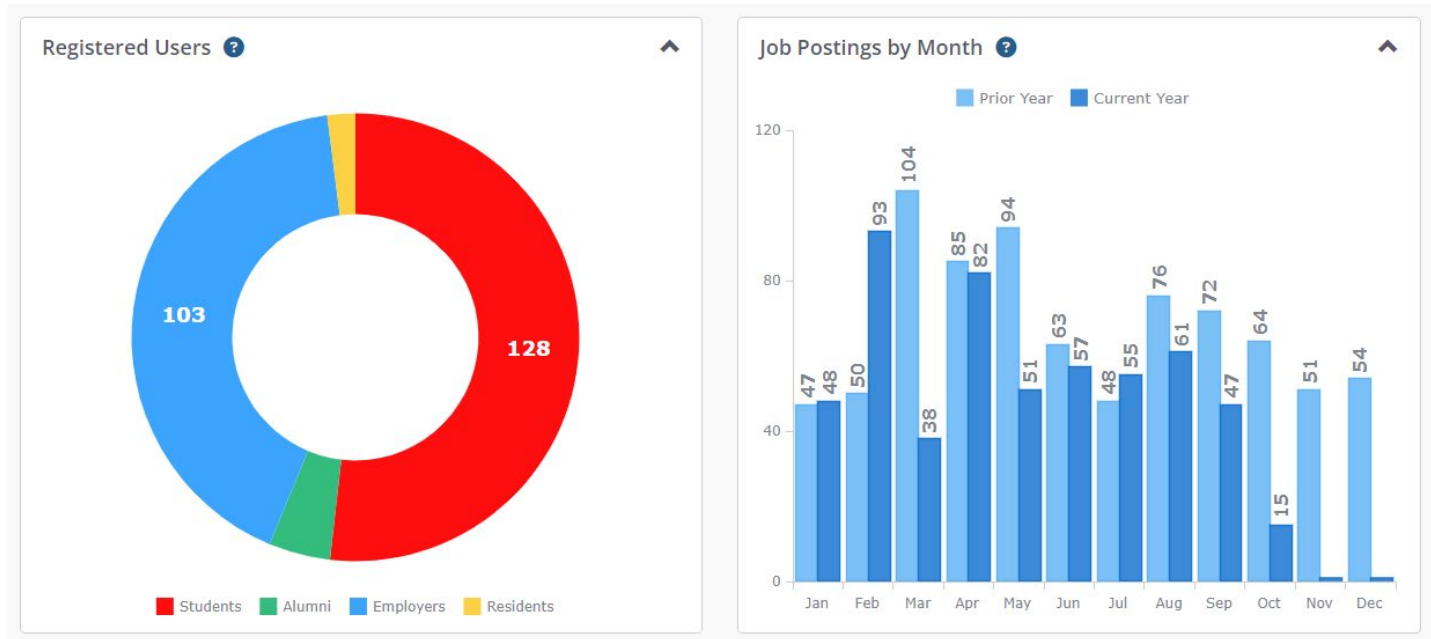


## Snapshot of Student Cases Being Managed since August 1, 2023 to October 11, 2023

Top Incident Types	Total Incidents
Student Behavior Report	26
ADA 504	22
COVID-19 Report	14
Referral for Student Support	13
Injury or Illness Report	9
Academic Integrity Report	7
Pregnancy/Newborn Parenting Status Disclosure	5
Student Grievance/Complaint	2
Title IX Report of Sexual Misconduct	1

### Career & Transfer Services: [nccc.edu/student-support/career-services](https://nccc.edu/student-support/career-services)

- Bruce presented on career and job search readiness in two Nursing classes in October.
- Strong Interest Inventory self-assessments are available for students interested in exploring their career pathways. Bruce reports that 20 students have used this resource to date and about 7
- Below is a snapshot of the engagement with College Central Network. New students have been enrolled in the platform so they can activate their accounts and search for short-term and long-term job opportunities in our region at their convenience.



## Counseling Partnership: [nccc.edu/counseling/](https://nccc.edu/counseling/)

- **Citizen Advocates** resumed its counseling services on Oct. 4<sup>th</sup> on the Saranac Lake campus every Wednesday afternoon with tele-counseling appointments available to Malone and Ticonderoga. Data on usage will be available in November.
- **Christie Campus Health Services** launched this Fall semester providing students with access to a mental health hotline and online self-help resources. This initiative was made possible by SUNY and provides FREE 24/7 support for our students.
  - A **24/7/365 mental health support line** for in-the-moment support from counselors and connections to next steps, regardless of time of day or your location.
    - **Call (833) 823-0260** to reach the 24/7 support line
  - The **Wellness Hub** [[connectwellnesshub.com](https://connectwellnesshub.com)] from Christie Campus Health includes articles and videos on mental health and wellness topics including:
    - *Mental and Emotional Health*
    - *Fitness and Nutrition*
    - *Academic Performance*
    - *Stress Management*
    - *Healthy Relationships*
- NCCC is a member of the SUNY **SUNY Student Tele Counseling Network** (STCN ), facilitated through SUNY Upstate Medical University. SUNY STCN is a grant funded initiative through SUNY legislature which offers psychiatric care through HIPAA compliant Zoom sessions to SUNY students who reside in New York State, including medicine management and psychotherapy (CBT and DBT as well as regular therapy). These services are completely free for SUNY students!
  - Usage in Fall 2023 has included 2 student referrals.

### Snapshot of Emergency Funding Requests by the Numbers

- A total of 6 students have been approved for basic needs emergency funding totaling \$2900
- A total of 4 students have been approved for textbook grants totaling approximately \$2150
- 2 pending applications are currently under review by the committee

The application for Student Emergency Funding requests for basic needs or textbook grants is online here:

<https://nccc.edu/student-support/emergencyfunding.html>

## Diversity, Equity, Inclusion and Social Justice (DEISJ): [nccc.edu/about/diversity](https://nccc.edu/about/diversity) & Title IX: [nccc.edu/title-ix](https://nccc.edu/title-ix)

North Country Community College has been selected for a **Civil Rights Compliance Review** this academic year. A small task force to prepare for this review includes Kim Irland, Cammy Sheridan, Sarah Maroun, and Lisa Symonds. Our fall tasks are to collect evidence for submission and pre-review. In February, virtual interviews will begin and in April the college community will be invited to participate in a survey. In May we will have an on-site visit by OCR. A letter of findings and recommendations will follow.

“As part of the State’s agreement with the U. S. Department of Education’s Office for Civil Rights, the State Education Department’s (SED) Collegiate Development Programs Unit is conducting annual federally mandated civil rights compliance reviews of postsecondary institutions that offer career and technical education and are recipients of federal funding. In December 2024, SED will submit a biennial report to the Office of Civil Rights at USDOE

detailing each review performed between 2022 and 2024, including Letters of Findings, Compliance Plans, and follow-up monitoring documents.”

Kim Irland has also joined the **New York State Department of Human Rights North Country Regional Council for Hate & Bias Prevention**. Strategic Planning and actions steps are underway with opportunities for NCCC students and employees to engage in training, programming, allyship and advocacy. Stay tuned for more information as it becomes available.

## Student Life News: [nccc.edu/student-support/activities](https://nccc.edu/student-support/activities)

The Student Government Association sent two representatives to the American Student Government Association (ASGA) National Summit in Washington, D.C. October 5-9, 2023. While there, Faith Slocum (SGA President) and Charlotte Young (SGA Treasurer) attended workshops on leadership, advocacy, and future planning. During the conference, they networked with other student leaders from around the country to discuss best practices, and how to better engage students within the community that they represent. When outside of conference meetings, the student representatives had the opportunity to explore the capital, visiting monuments, museums and more!



## Food Pantry

At North Country, we want to ensure that those who need access to the Food Pantry can place and pick up orders at any point in the semester as needs arise. We welcome all individuals who wish to utilize this resource as it is available to off-set unanticipated hardship. For those students who reside at the Residence Halls, this is not meant to replace your meal plan. Our shelves are stocked with a variety of non-perishable food items and basic necessities. As the Fall 2023 semester progresses, we will be making updates to the pantry to include some perishable items.

Through a partnership with the Student Government Association, a food pantry service is in place and there are two easy steps:

1. Place an order by scanning the QR code below or by [CLICKING HERE](#), orders are accepted Thursday - Monday
2. Pick Up your order on a campus of your choice - We will reach out to you with specifics of where to pick up.
  - a. If you are in immediate need – please email [studentlife@nccc.edu](mailto:studentlife@nccc.edu) directly to see next day availability for order pick up.



If you are interested in supporting or donating to the food pantry, please reach out to Angela Brice.

# SAINTS SOCIAL CORNER

NORTH COUNTRY COMMUNITY COLLEGE  
OFFICE OF STUDENT LIFE

VOL 06 | ISSUE 1 | OCTOBER 9 - OCT 16

I'm Just here  
— FOR THE —  
**BOO'S**



KRISTEN MERLIN

Wednesday, October 11  
MALONE CAMPUS: MILLS LOBBY

12:00PM 1:00PM



2 CHANCES TO PLAY!

## HEALTHY RELATIONSHIP

**B I N G O**

OCTOBER 16, 2023  
12 PM & 8 PM EST

ZOOM INFO

MEETING ID: 847 6411 8896

PASSCODE: ZOOMKEY

NORTH COUNTRY COMMUNITY COLLEGE

## FOOD PANTRY

HELPING ONE STUDENT AT A TIME

Scan to place  
an order



HEY FELLOW SAINTS:

## ELECTION EXTENDED!

VOTE FOR YOUR  
STUDENT LEADERS

YOUR VOTE  
IS YOUR VOICE

VOTE IN PERSON:

MALONE CAMPUS:  
OCTOBER 10 & 12: 12PM - 1 PM  
MILLS LOBBY

SARANAC LAKE CAMPUS:  
OCTOBER 10 & 11: 11:30AM - 1PM  
THE CONNECTOR

VOTE ONLINE: ME



WHAT'S UP, NORTH COUNTRY CCI

## LET'S BOWL

ROMANOS SARANAC LANES

OCTOBER 11, 2023  
7:00PM - 10:00PM



KRISTEN MERLIN

Thursday, October 12  
SARANAC LAKE: THE CONNECTOR

5:30PM 6:30PM



2 CHANCES TO PLAY!

## FINANCIAL LITERACY

**B I N G O**

OCTOBER 9, 2023  
12 PM & 8 PM EST

ZOOM INFO

MEETING ID: 847 6411 8896

PASSCODE: ZOOMKEY

2 OPPORTUNITIES TO ATTEND

## LGBTQ+ PRIDE SAFE SPACE ALLY TRAINING

OCTOBER 10, 2023  
12:00 PM EST  
8:00 PM EST

ZOOM INFO

MEETING ID: 847 6411 8896

PASSCODE: ZOOMKEY

SPONSORED BY CAMPUS ACTIVITIES BOARD & THE ART DEPARTMENT

## Inktober

31 DAYS 31 DRAWINGS

Do you like to draw, sketch or doodle?  
This challenge is for YOU!

We provide the FREE supplies, and you create the art - the goal is to have 31 by the end of October

Weekly prize drawings for submissions to [studentlife@nccc.edu](mailto:studentlife@nccc.edu)



Questions?

Email:  
Tina LaMour: [tlamour@nccc.edu](mailto:tlamour@nccc.edu)  
Elaine Taylor: [etaylor@nccc.edu](mailto:etaylor@nccc.edu)  
Ang Brice: [abrice@nccc.edu](mailto:abrice@nccc.edu)

SCAN ME





**North Country Community College  
President's Report to the Board of Trustees  
October 27, 2023**

Greetings to you all,

I hope this finds you well and enjoying the season. Since the Board last met, there has been much going on, some of which I will highlight in my report. Our Fall 2023 enrollment saw a 5% increase from last year, and that figure was maintained during the verification period (the first three weeks of the semester), no doubt due to the good work of many to help students navigate and engage with their courses and the College.

The Community Leaders Day earlier this month was a wonderful event. Several elected and local officials across our service area joined us to discuss the value of the college to the region and showcase the newly updated science and nursing labs across the three campuses. Many thanks to the Board members who were able to join us. At that meeting, we took the opportunity to bid a formal farewell to Steve Reed, our Board Chair and your fellow Board member for these last seven years.

Speaking of the Board, we welcome two new members to the Board: Linda Beers, who is the Public Health Director for Essex County, and Abby Martelle, who was elected by her fellow students to serve as the Student Trustee to the Board.

Completion of the capital projects (nursing and science lab upgrades) is nearly completed. There remain a few delays in the manufacturing and shipping pipeline. We are grateful for the patience and understanding of all those who were displaced during this time and look forward to watching these labs become new hubs of learning!

Finally, as I shared with you earlier in the week, our campus is grieving the loss of Richard Davenport, a nursing instructor serving on the Malone campus, who passed away unexpectedly this past Saturday. Our thoughts and prayers are with his family.

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

Joe

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★ **Board Matters**

Business before the Board today includes:

□ ***Board Appointments:***

- *County:* We welcome aboard Linda Beers, Public Health Director of Essex County, who was appointed by Essex County earlier this month. Linda will serve in the seat that Steve Reed held for the last seven years. Her appointment will run through June 30<sup>th</sup>, 2030.

- *Student*: last week, students elected Abby Martelle, a student from the Saranac Lake campus majoring in criminal justice as the Student Trustee.
- *Governor's*: no updates.
- The College bid farewell to our longtime Board Chair, Steve Reed, at the Community Leaders Day celebration on October 11, 2023.

Other updates include:

- *New York Community College Trustees (NYCCT)*: is holding their 69<sup>th</sup> Annual Conference on November 3-4, 2023. Pete Suttmeier and Linda Beers are both planning to attend.

★ **Budgeting and Planning**

- **2023-2024 Budget**: The budget remains at SUNY for review and approval.
- **24-25 Budget**: Erik Harvey, our Interim CFO, started planning for next year's budget, beginning with tuition and fees. The College has kept tuition flat for the last four years (\$2,640/semester and \$5,280/year for in-state students). A proposal to raise tuition by 2% next year was presented to President's Council (PC) and Long Range and Strategic Planning Committee (LRSPC) and will, we expect, be brought to the Senate for their November 10<sup>th</sup>, 2023 meeting.
- **24-25 Budget Advocacy**: Planning and preparation for budget advocacy for the 24-25 year underway. Once again, the NY Community College Trustees are working with the NY Community College Association of Presidents and hoping to partner with the Faculty Council of Community Colleges, the Student Assembly, the Community College Business Officers Association, and others to advocate. This year's focus is on ensuring that there is an equitable, fair, and sustainable funding model for community college and the students they serve.

★ **Enrollment**

- **Fall 23 Enrollment**: Our enrollment for Fall 2023 for our core operations (the three campuses, online and Akwesasne) post-verification is roughly 550 AAFTE, 5% above the prior year and nearly identical AAFTE from Fall 2021. While we have not recovered to pre-pandemic levels, this is the first increase in fall enrollment in a decade. A special thanks to our Enrollment team for their work over the last year in landing this class as well as to all who have helped advance our Strategic Enrollment Management plan and retain our students.

Report Date: 10/12/23				
Enrollment Yield Report (matric students)	Final at verification	Final at verification	Final at verification	Final at verification
	FA-20	FA-21	FA-22	FA-23
First Time	212	185	194	227
Re-Admit	116	91	81	81
Transfer	86	108	82	86
Continuing	349	285	271	267
<b>Total Core:</b>	763	669	628	661

Core Enrollment Projections by campus (matriculated students)	Fall 23 Verified	Fall 22 Verified	Fall 21 Verified
Saranac Lake	258	242	270
Malone	147	127	120
Ticonderoga	43	48	48
Distance Learning	213	211	231
<b>Total</b>	661	628	669

## \* Other Items of Interest

### □ **Strategic Plan Update**

- *2024-2027*: the Strategic Planning Committee shared recommendations on updating the strategic plan with a joint meeting of the Long Range and Strategic Planning Committee (LRSPC) and President's Council (PC). The merged group had several recommendations, including mapping out goals and metrics in the plan. Kim Irland is leading those efforts. Once completed, we expect to share the draft plan more widely with our campus community.
- *2020-2023*: the idea for the Community Leaders Day on Wednesday October 11<sup>th</sup> was a recommendation of the joint BoT/Foundation Task Force on engaging the public and potential donors. The second recommendation is to hold a regional meeting to discuss the state of higher education in the region, to better understand how the College and serve the region's needs. That meeting is being planned for the Spring 2024 semester.
- *Commitment to DEI*: the Spring 2023 administration of a self-developed climate assessment was one tangible step demonstrating this commitment. Since then, SUNY has committed to using and supporting a system-wide adoption of a climate survey tool, which the College has expressed interest in participating in. Tangentially, we hosted Dr. Ricardo Nazario-Colon, SUNY's *Senior Vice Chancellor for Diversity, Equity, and Inclusion and Chief Diversity Officer* in a visit on September 26<sup>th</sup>, 2023.
- *Modernization of Nursing Labs*: the construction updates were part of this modernization along with an outfitting of the labs with new simulation capabilities and general equipment updates.

### □ **Grants and Opportunities**

- *Nursing and Science Labs Project*: With the exception of a few items (e.g., fume hoods, hospital beds), and a few final touches, the bulk of the work is complete. Faculty offices are restored, and instruction has returned to S-03 in Mulholland Hall. We expect the remainder to be operating later this/next week. Our thanks to those impacted for their understanding and patience.
- *Congressionally Directed Spending*: No update, though it appears that the Senate Appropriations Committee *did not* advance our request. I have reached out to Senator Gillibrand's office for confirmation.
- *Perkins*: our 2023-2024 Perkins Grant application was approved by NYSED. Highlights include updates to our quiet testing center in Saranac Lake, test anxiety training for nursing faculty and students, support for the CTE Coordinator, professional and peer mentoring, and for nursing to complement the updates and new equipment purchases in the program. This year, we will need to complete a Community Local Needs Assessment (CLNA), which is required of Perkins-funded institutions. The CLNA focuses on, among other things, the NYS Department of Labor needs and examines how the College aligns its Career and Technical Education (CTE) programs and opportunities with them. That assessment is due in April 2024.

- **Community Leaders Day**: The College brought back a *Community Leaders Day* event this past year, inviting local, county, tribal, state and federal elected officials, along with workforce partners, fellow educators and others to offer our thanks for their support, share recent updates from the College, and have a chance to connect. It was a wonderful event made all the better by the participation and help of so many. A special thanks to Chris Knight, Stacie Hurwitch, and our Facilities staff for their work.

- ❑ **Campus Advisory Boards:** planning is underway for a larger “educational summit” for Spring 2024 in concert with the Board of Trustees and the Foundation Board.
- ❑ **Information Technology (IT):** IT continues to support the faculty, staff and students in their learning and adoption of a new learning management system (D2L/Brightspace). They have been supporting the capital upgrades, ensuring that the science and nursing labs are properly equipped with instructional technologies and the cabling to support it. More recently, that includes installing the teaching headwalls in the rooms impacted by the construction.
- ❑ **Facilities:** The Facilities staff, in addition to their usual work as we change from fall into winter, they have been consulting with the contractors, working on the remediation of the Clermont flooding, and attending to the other various items on campuses that arise.
- ❑ **NCCCAP** – No updates.
- ❑ **CSEA** – No updates.
- ❑ **Middle States:** No updates.
- ❑ **SUNY:** We are mapping out the plan for the \$1,065M we received as part of the \$75M Transformational Initiatives. This one-time funding, of which the college received \$1,065,000, requires a plan using evidence-based practices that *“support innovation, help meet the workforce needs of the future, enhance student support services, improve academic programs, increase enrollment, and modernize campus operations”*.
- ❑ **NYSED** – No updates.

That’s all for now. Gratefully yours,

*Joe*

Joe Keegan  
President  
North Country Community



## Board of Trustees | Resolution

WHEREAS The College is obligated to review the Sexual Harassment Prevention Policy on an annual basis, and

WHEREAS New York State has implemented changes and additions to the required language within the policy, and

WHEREAS the revised policy has been vetted through shared governance, and

WHEREAS the revised policy has been reviewed and is supported by the President,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the revised *Sexual Harassment Prevention Policy*.

Date: October 27, 2023  
Resolution #: 2023-24 | 1  
Motion to accept: Pending  
Seconded: Pending  
Action: Pending  
Witness: Pending

## NCCC Board of Trustees Approved Policy

**POLICY:** Sexual Harassment Prevention Policy  
**BOT APPROVED:** October 9, 2018, May 25, 2023  
**ADOPTED:** October 9, 2018  
**REVIEWED:** February 9, 2023, **August 28, 2023**

### I. POLICY STATEMENT

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

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

Sexual harassment is offensive, is a violation of our policies, is unlawful, and may subject North Country Community College to liability for harm to targets of sexual harassment. In New York State, Harassment does not need to be severe or pervasive to be illegal. Harassers may also be individually subject to liability. Those covered by this Policy who engage in sexual harassment, and managers and supervisors who engage in sexual harassment or who knowingly allow such behavior to continue, will be subject to remedial action or discipline in accordance with law or an applicable Collective Bargaining Agreement.

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

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

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

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

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

## **II. SCOPE**

- A. Who is covered by this Policy?** This Policy applies to all employees, applicants for employment, interns, whether paid or unpaid, volunteers, non-employees and persons conducting business with North Country Community College<sup>2</sup>. Students who are recipients of sexual harassment are covered under the Title IX Policy.
- B. Who can be a target of sexual harassment?** Sexual harassment can occur between any individuals, regardless of their sex or gender. New York Law protects employees, paid or unpaid interns, and non-employees who provide services in the workplace. This Policy also protects volunteers of the North Country Community College.
- C. Who can be a sexual harasser:** A harasser can be a superior, a subordinate, a coworker or anyone in the workplace including an independent contractor, contract worker, vendor, client, customer or visitor, or anyone with whom the person interacts while conducting their job duties.
- D. Where can sexual harassment occur?** Unlawful sexual harassment is not limited to the physical workplace itself. It can occur while employees, interns and/or volunteers are traveling for business or at employer sponsored events or parties. Calls, texts, emails, and social media usage can constitute or contribute to unlawful workplace harassment, even if occurring away from the workplace premises or not during work hours.

## **III. DEFINITIONS OF PROHIBITED CONDUCT**

### **A. What is sexual harassment?**

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

Understanding gender diversity is essential to recognizing sexual harassment because discrimination based on sex stereotypes, gender expression and perceived identity are all forms of sexual harassment. The gender

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

spectrum is nuanced, but the three most common ways people identify are cisgender, transgender, and non-binary. A cisgender person is someone whose gender aligns with the sex they were assigned at birth. Generally, this gender will align with the binary of male or female. A transgender person is someone whose gender is different than the sex they were assigned at birth. A non-binary person does not identify exclusively as a man or a woman. They might identify as both, somewhere in between, or completely outside the gender binary. Some may identify as transgender, but not all do. Respecting an individual's gender identity is a necessary first step in establishing a safe workplace.

Sexual harassment is unlawful when it subjects an individual to inferior terms, conditions, or privileges of employment. Harassment does not need to be severe or pervasive to be illegal. It can be any harassing behavior that rises above petty slights or trivial inconveniences. Every instance of harassment is unique to those experiencing it, and there is no single boundary between petty slights and harassing behavior. However, the Human Rights Law specifies that whether harassing conduct is considered petty or trivial is to be viewed from the standpoint of a reasonable victim of discrimination with the same protected characteristics. Generally, any behavior in which an employee or covered individual is treated worse because of their gender (perceived or actual), sexual orientation, or gender expression is considered a violation of North Country Community College's policy. The intent of the behavior, for example, making a joke, does not neutralize a harassment claim. Not intending to harass is not a defense. The impact of the behavior on a person is what counts.

Sexual harassment includes unwelcome conduct which is either of a sexual nature, or which is directed at an individual because of that individual's sex when:

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

A sexually harassing hostile work environment includes, but is not limited to, words, signs, jokes, pranks, intimidation, or physical violence which are of a sexual nature, or which are directed at an individual because of that individual's sex, self-identified or perceived sex or gender, sexual orientation, gender identity, gender expression or transgender status. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements or sexually discriminatory remarks made by someone which are offensive or objectionable to the recipient, which cause the recipient discomfort or humiliation, and/or which interfere with the recipient's job performance.

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

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

## **B. Examples of sexual harassment**

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



- Physical assaults of a sexual nature, such as:
  - Touching, pinching, patting, grabbing, brushing against another person’s body, or poking another person’s body; rape, sexual battery, molestation or attempts to commit these assaults (which should be reported to local authorities as promptly as is possible); or
  - Rape, sexual battery, molestation, or attempts to commit these assaults, which may be considered criminal conduct outside the scope of this policy (please contact local law enforcement if you wish to pursue criminal charges.)
- Unwanted sexual advances or propositions, such as:
  - Requests for sexual favors accompanied by implied or overt threats concerning the target’s job performance evaluation, a promotion or other employment benefits or detriments,
  - Subtle or obvious pressure for unwelcome sexual activities; or
  - Repeated requests for dates or romantic gestures, including gift-giving.
- Sexually oriented gestures, noises, remarks, jokes or comments about a person’s sexuality, sexual experience, or romantic history which create a hostile work environment. This is not limited to interactions in person. Remarks made over virtual platforms and in messaging apps when employees are working remotely can create a similarly hostile work environment.
- Sex stereotyping, which occurs when conduct or personality traits are considered inappropriate or treated negatively simply because they may not conform to other people’s ideas or perceptions about how individuals of a particular sex should look or act, including:
  - Remarks regarding an employee’s gender expression, such as wearing a garment typically associated with a different gender identity; or
  - Asking employees to take on traditionally gendered roles, such as asking a woman to serve meeting refreshments when it is not part of, or appropriate to, her job duties.
- Sexual or discriminatory displays or publications anywhere in the workplace, such as:
  - Displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes such sexual displays on workplace computers or cell phones and sharing such displays while in the workplace or in a work-related gathering or setting.
  - This extends to the virtual or remote workspace and can include having such materials visible in the background of one’s home during a virtual meeting.
- Hostile actions taken against an individual because of that individual’s sex, self-identified or perceived sex or gender, sexual orientation, gender identity, gender expression or transgender status, such as:
  - Interfering with, destroying or damaging a person’s workstation, tools or equipment, or otherwise interfering with the individual’s ability to perform the job.
  - Sabotaging an individual’s work.
  - Bullying, yelling, name-calling.
  - Intentional misuse of an individual’s preferred pronouns; or
  - Creating different expectations for individuals based on their perceived identities;
    - Dress codes that place more emphasis on women’s attire;
    - Leaving parents/caregivers out of meetings.

### **C. Retaliation**

In addition to sexual harassment, retaliation for opposing or complaining of sexual harassment or participating in investigations of sexual harassment is prohibited by law and prohibited under this Policy. No person covered by this Policy shall be subjected to such unlawful retaliation. Unlawful retaliation can be any adverse employment action, including being discharged, disciplined, discriminated against, or any

action that would keep or discourage anyone covered by this Policy from coming forward to make or support a sexual harassment claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation.

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

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

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

#### **IV. REPORTING PROCEDURES AND RESPONSIBILITIES**

##### **A. Reporting Procedures**

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

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

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

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

to use this complaint form. Individuals who are reporting sexual harassment on behalf of other employees, interns, volunteers or non-employees should use the complaint form and note that it is on another person's behalf.

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

## **B. Supervisory Responsibilities**

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

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

While supervisors and managers have a responsibility to report harassment and discrimination, supervisors and managers must be mindful of the impact that harassment and a subsequent investigation has on victims. Being identified as a possible victim of harassment and questioned about harassment and discrimination can be intimidating, uncomfortable and re-traumatizing for individuals. Supervisors and managers must accommodate the needs of individuals who have experienced harassment to ensure the workplace is safe, supportive, and free from retaliation for them during and after any investigation.

## **C. North Country Community College's Responsibilities**

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

## **D. Bystander Intervention**

Any employee witnessing harassment as a bystander is encouraged to report it. A supervisor or manager that is a bystander to harassment is **required** to report it. There are five standard methods of bystander intervention that can be used when anyone witnesses harassment or discrimination and wants to help.

1. A bystander can interrupt the harassment by engaging with the individual being harassed and distracting them from the harassing behavior;
2. A bystander who feels unsafe interrupting on their own can ask a third party to help intervene in the harassment;
3. A bystander can record or take notes on the harassment incident to benefit a future investigation;
4. A bystander might check in with the person who has been harassed after the incident, see how they are feeling and let them know the behavior was not ok; and

5. If a bystander feels safe, they can confront the harassers and name the behavior as inappropriate. When confronting harassment, physically assaulting an individual is never an appropriate response.

Though not exhaustive, and dependent on the circumstances, the guidelines above can serve as a brief guide of how to react when witnessing harassment in the workplace. Any employee witnessing harassment as a bystander is encouraged to report it. A supervisor or manager that is a bystander to harassment is required to report it.

## **V. INVESTIGATION AND RESPONSE PROCEDURES**

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

An investigation of any complaint, information or knowledge of suspected sexual harassment will be prompt and thorough, commencing immediately and completed as soon as possible. The investigation will be confidential to the extent possible. All persons involved, including complainants, witnesses and alleged harassers will be accorded appropriate due process to protect their rights to a fair and impartial investigation.

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

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

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

appropriate for final determination.

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

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

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

## **VI. REIMBURSEMENT**

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

## **VII. FURTHER CONFIDENTIALITY AND DISCLOSURE**

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

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

## **VIII. FALSE REPORTS**

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

## **IX. LEGAL PROTECTIONS AND EXTERNAL REMEDIES**

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

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

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

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

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

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

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

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

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

New York State Division of Human Rights also created **a toll-free, confidential hotline at 1-800-427-2773 (1-800-HARASS-3)** to provide counsel and assistance to individuals experiencing workplace sexual harassment, which is available Monday through Friday from 9:00 A.M. to 5:00 P.M.

#### **B. United States Equal Employment Opportunity Commission (EEOC)**

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

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

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

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

### **C. Local Protections**

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

### **D. Contact the Local Police Department**

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

## **X. CONCLUSION**

The policy outlined above is aimed at providing employees at North Country Community College and covered individuals an understanding of their right to a discrimination and harassment free workplace. All employees should feel safe at work. Though the focus of this policy is on sexual harassment and gender discrimination, the New York State Human Rights law protects against discrimination in several protected classes including sex, sexual orientation, gender identity or expression, age, race, creed, color, national origin, military status, disability, pre-disposing genetic characteristics, familial status, marital status, criminal history, or domestic violence survivor status. The prevention policies outlined above should be considered applicable to all protected classes.



SARANAC LAKE | MALONE | TICONDEROGA

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

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

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

(PLEASE PRINT OR TYPE)

1. Name \_\_\_\_\_  
Phone Number \_\_\_\_\_  
Residence \_\_\_\_\_  
Mailing Address (if different from residence) \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_
2. Department \_\_\_\_\_
3. Have you filed this charge with a Federal, State or local government agency?  
YES/NO: \_\_\_\_\_ When \_\_\_\_\_ Where \_\_\_\_\_  
(Month/Day/Year)  
  
Have you instituted a suit or court action on this charge?  
YES/NO: \_\_\_\_\_ When \_\_\_\_\_ Where \_\_\_\_\_  
(Month/Day/Year)

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

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



