

BOARD OF TRUSTEES MEETING

11:00 a.m. | February 23rd, 2018

Saranac Lake Campus

AGENDA

- I. Call to Order
- II. Student Spotlight: Chloe Nott
- III. Approval of January 26th, 2018 minutes
- IV. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- V. College Reports
 - A. Board Chair
 - B. Vice President for Academic Affairs
 1. Resolution 2017-18 | 14 Establishment of A.S. Business: Sports & Events Management Program at the Malone Campus
 2. Presentation on Student Learning Outcomes Assessment – Sarah Maroun
 - C. Dean of Admissions
 - D. Vice President for Administration & Fiscal Operations
 1. Financial Statements for January 2018
 - E. President
 - F. Representative Reports
 1. NCCC Association
 2. NCCC Foundation
- VI. Old Business
 - A. Strategic Plan Progress Report #2
- VII. New Business
 - A. Joint meeting between sponsoring counties and NCCC Community
 - B. Proposal | Board of Trustees Summer Retreat on Academic Planning
- VIII. Public Comment*
- IX. Executive Session
- X. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss *the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105).*

** Public Comment: Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.*

**NORTH COUNTRY COMMUNITY COLLEGE
BOARD OF TRUSTEES MINUTES**

Friday, January 26th, 2018 | Saranac Lake Campus

Board Members Present: Steve Reed, Anne McDonald, Dan Kelleher*, Mary Irene Lee, Mark Moeller, Joe Costa, Jerry Griffin, and Pete Suttmeier.

Excused: Tim Burpoe.

Others Present: Steve Tyrell, Stacie Hurwitch, Chris Tacea, Bob Farmer, Joe Keegan, Lisa Symonds, Diana Fortune, Dianna Trummer, Sarah Kilby, Chris Knight, Chad LaDue, Joe Pete Wilson, Shaun Gilliland.

Board Chair, Steve Reed, called the meeting to order at 11:01 AM.

Approval of Minutes

Mark Moeller made a motion to approve the December 22nd, 2017 minutes. Anne McDonald seconded the motion. The December 22nd, 2017 minutes were approved unanimously (7-0-0).

College Senate

Sarah Kilby reported the next Senate meeting will be held on February 9th at 1pm. Mark Moeller volunteered to attend.

NCCCAP

No report.

CSEA

No report.

Board Chair Report

Steve Reed reported:

- He is looking forward to visiting the Malone campus on February 9th to meet with faculty.

*At 11:07 Dan Kelleher joined the meeting.

Vice President for Academic Affairs

Joe Keegan reported:

- Spring semester began on Monday, January 22nd. The semester is off to a great start.
- On January 17th the College held a full day dedicated to focusing efforts around assessment. SUNY Asst. Provosts, Kris Bendikas and Debbie Moeckel held a productive and informative workshop which highlighted the assessment expectations of Middle States.

- A master plan amendment is needed for SUNY Administration to approve Human Services program on the Ti campus. The process may take months to complete and staff will revisit a MPA application this summer.
- EMT Basic started this week with approximately 30 students enrolled. A certificate program for the Advanced EMT is being considered (28 credits) for the Fall 2018 semester.
- SUNY Administration requested additional information regarding the SUNY Potsdam initiative; NCCC Administrators are working together to gather the requested documentation.
- Sarah Maroun is away from the College today with College Bridge activities and she will present on student learning outcomes assessment programs at the next Board meeting.

The board acted on the following resolution:

Joe Costa recommended resolution 2017-18 | 12 that the North Country Community College Board of Trustees hereby approves the submission of a program proposal to SUNY Administration and NY State Department of Education for North Country Community College to register a stand-alone AAS Nursing program at the Malone campus. Mary Irene Lee seconded the motion. The resolution was approved unanimously (8-0-0).

Dean of Admissions Report

Chris Tacea reported:

- New student registration activity between December 2017 and January 2018 was successful.
- There are no Excelsior scholarship applications for new students enrolling in the Spring semester. Currently, 10 returning students are receiving the scholarship from the Fall semester.
- The admissions staff have communicated with 254 prospective students from the NYC area for the proposed Path to Potsdam initiative. Potsdam will be providing more names of prospective students who are qualified under the GTP requirements and who may be interested in the program soon. In early May, the admissions team will travel to New York City to meet with students and enroll them in classes for the upcoming year.

Vice President for Administration/CFO

- Bob Farmer reported the new comptroller, Erik Harvey, will begin on February 5th.
- Bob Farmer discussed the College's current fiscal position with for the 2017-18 year in regards to revenue and expenditures, referenced in the December 2017 report.
- Mary Irene Lee moved to approve the November 2017 and December 2017 financials as presented by Bob Farmer. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

*It was also noted that the Second Chance Pell program has continue to grow in student enrolment. The College's goal was 160 students enrolled and it has grown to 170 students under Sarah Kilby's leadership as the 2ndChance Pell Program coordinator.

The board acted on the following resolution

Anne McDonald recommended resolution *2017-18 / 13* that the North Country Community College Board of Trustees hereby approves the appointment of Erik Harvey, to the full-time, twelve-month, 261-day, management confidential, exempt appointment as Comptroller, effective February 5, 2018 at an annual salary of \$65,000. Pete Suttmeier seconded the motion. The resolution was approved unanimously (8-0-0).

President's Report

Steve Tyrell reported:

- On January 22nd, Steve attended the Chancellor's State of the University address in Albany, NY. Chancellor Johnson made specific mention of the new Community College funding formula in her remarks.
- On January 23rd, Steve attended the joint hearing of budget/finance committee and higher education. Chancellor Johnson led the charge in highlighting support for the community college funding formula. Legislators present at the hearing voiced support for the proposed formula. The College's annual budget advocacy effort is underway. Stacie is working to secure appointments in February with Senator Little, Assemblymen Stec and Jones.
- One January 25th, there was a second meeting between the local YMCA, NCCC and members of the community discussing a potential partnership for the Saranac Lake area. There are great programs for our youths in town but there are gaps for this population, especially over the summer. Collaboration with the YMCA could potentially help fill those gaps as well as other populations in need of support (e.g. the later in life folks). It was agreed that a community needs assessment survey will be the next step in identifying community interest and needs, and a survey will be designed and distributed March 1st. An open forum on this matter with members of the Saranac Lake community and surrounding areas will be held on March 8th.
- There are limited number of continuing education offerings on each campus. Years ago, there was state funding available to subsidize continuing education programming. SUNY Administration would like for us to complete Service Area Agreements with area community college and where they indicate support in the SUNY Potsdam initiative. Staff is collecting letter of support at this time.

NCCC Association

No report.

NCCC Foundation

Diana Fortune reported the NCCC & PSC Alumni reception at Hotel Saranac will be held from 10am-Noon on February 10th. Joe Costa will be there to represent the Board, all are welcome to join in the festivities.

Old Business

Steve Tyrell handed out to the Board a first draft of a detailed progress report regarding the College's Strategic Plan. The document will updated regularly and tracking of measurable outcomes will continue by staff. The College is moving forward on a number of action items as noted in the report shared. In addition, and in support of MSCHE, we will also begin tracking how strategic action items are tied to decision-making and budget. An executive

summary will be prepared with future updates and regularly shared to the College Community.

The Foundation requested that a member of the College Board hold a seat with the Foundation Board. This is a position that former board member Mary Kay Tulloch held. Diana explained that the Foundation Board meets approximately 4 times a year and membership can attend through a conference call if that is preferable. Joe Costa volunteered to fill the seat on the Foundation Board. Dan Kelleher moved to support Joe Costa to hold the seat on the Foundation Board. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0).

Public Comment

None.

Executive Session

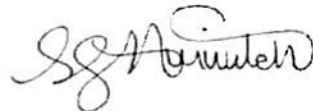
Anne McDonald made the motion to enter Executive Session at 12:08 p.m. in relation to *collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.* Joe Costa seconded the motion. The motion was passed unanimously (8-0-0). Steve Tyrell was invited to join the meeting at 12:09 p.m.

Mary Irene Lee made a motion to adjourn executive session at 1:00p.m. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Joe Costa made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:01p.m.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

UNAPPROVED



Academic Affairs
North Country Community College
VPAA Report to the Board of Trustees
February 23rd, 2018

Greetings to you all on this late winter day! The Spring 18 semester is a third of the way through and midterms a few short weeks away. Please find a report from our area here:

- **Academic Planning**
 - The faculty met on Friday, February 2nd, 2018 to continue our academic planning process begun in the Fall 16. Scott Harwood, Chris Tacea and Meredith Chapman joined us for the meeting. Some key takeaways included:
 - Scott shared his plan to restructure the IT area, some of which has already taken place, to better serve the academic area needs. This includes:
 - A full-time person dedicated to the Malone campus focused on academic IT needs.
 - A full-time person in Ti that can support academic IT needs.
 - An additional staff person added to the SL campus focused on academic needs.
 - Additional coverage of the helpdesk line to respond to needs as they arise and divert them to the appropriate IT staff person to respond.
 - Planning for support for instructional technology training for faculty.
 - Lots of discussion regarding the critically important relationship between academic affairs and admissions regarding program planning including program marketing, advertising, website improvements, outreach to prospective students, and sharing the results of student inquiries gleaned from admissions fairs with the faculty.
 - Surveying the faculty to gauge interest in exploring programs outside of the current suite of offerings, including more technologically-focused certificates or programs (the survey is underway).
- **Relocating Programs:**
 - *AS Business: Sports Management* registration at Malone campus proposal was reviewed by Curriculum Committee last week and approved by the Senate on February 9th and is in front of the Board today for your review.
 - *AAS Nursing* registration in Malone was approved by the Board of Trustees at your Jan 26th, 2018 meeting. We are finalizing the application to move it to SUNY for review.
 - *Certificate in Entrepreneurship* – No update. The Business Dept is waiting on proposed enrollment figures before moving it further.
 - *AAS Entrepreneurship Mgmt – Malone:* The Program Announcement was sent to SUNY and has been posted for the 30 day review by the system. Lynne has reached out to department chairs with a stake in the proposal to weigh in before sending it off to CC.
 - *AA Liberal Arts – Childhood/Early Childhood Teacher Ed Transfer:* No update.
 - *AAS Human Services – Ticonderoga:* We learned that NYSED requires a master plan amendment when registering new programs in new HEGIS area and will have to hold on this registration for the time being.
 - *AA Liberal Arts and Sciences – Hum/Soc Science* – English advising track. This was approved by the Humanities Department at the end of last semester and we will be working with the Humanities Department to move it forward.

- *Advanced EMT*: The EMT Basic course is underway with solid enrollment. A certificate in Advanced EMT was fleshed out by a number of folks including the Science Department working with Math and Social Science chairs and Scott to identify the framework. The proposal is working its way through our internal governance process.
- **SUNY Potsdam Proposal**: SUNY had a few questions/suggestions regarding the proposal which we have answered and we had some additional outreach to area community colleges to secure their support of the proposal which is largely completed. The MOU is being reviewed for final submission. Once those are in place, we will resubmit the proposal. We have also begun the search for the Extension Center Director.
- **Assessment of Student Learning**: The faculty continue their work in connecting the dots on the assessment of student learning and strengthening our culture of assessment. Sarah Maroun, who has been leading the charge, is presenting an overview of assessment of student learning for you during today's meeting.
- * **College Bridge**: Sarah M has been out conducting Spring 18 registration in various schools.
- **Academic Policies**
 - *Academic Integrity Policy and Classroom Conduct Policy* – Working with the College Senate and the Academic Policy and Standards (APS) Committee, we revised the process of how policies are reviewed to align more fully with our commitment to shared governance. These policies had significant input from the faculty and were improved along the way. They have been approved by APS and are now poised for Senate review.
- * **Campus Advisory Boards**:
 - Work is underway on the creation and scheduling of the SL campus advisory board for the Spring 18 semester. We are exploring scheduling a spring meeting in Malone and Ti.
- * **Faculty/Staff Searches**:

We have seven full-time positions we will be looking to fill this year, all which have been approved by PC. Many thanks to all who agreed to serve on a committee. Their status is...

 - *Science Instructor* – Search is underway.
 - *P-TECH Liaison* - Search is underway.
 - *SUNY Potsdam Extension Center Director* - Search is underway.
 - *Women's Soccer/LAX Coach and Athletic Program Assistant* – Search is slated to begin.
 - *College Registrar* – Search is slated to begin.
 - *Director of Radiologic Technology* – Search is slated to begin.
 - *Associate Dean for Academic Affairs* – Search is slated to begin.
- * **Grants and Experiments**:

Here is a brief update on our grants:

 - *Second Chance*: The Spring 18 semester is underway and planning for how to approach the pending transition of Adirondack Correctional is also taking place.
 - *P-TECH Programs* – As noted above, the search for a new liaison is underway.
 - *Perkins*: The program is in full swing with our Career Services Coordinator and retention specialists at Malone and SL. Our midyear report was moved onto NYSED last week.

Respectfully submitted,
Joe

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

- WHEREAS There is a need in northern Franklin County and surrounding communities for academic programming leading to viable career paths, and
- WHEREAS There is student interest in northern Franklin County and surrounding communities for our *AS Business: Sports and Events Management* program on our Malone campus, and
- WHEREAS There is a desire by the Business, and Sports and Events Management faculty to offer the *AS Business: Sports and Events Management* program on our Malone campus, and
- WHEREAS NCCC has the faculty and resources in place to offer the program at the Malone campus, and
- WHEREAS The Curriculum Committee and College Senate have approved the proposal, and
- WHEREAS The Vice President of Academic Affairs concurs and supports the proposal, and
- WHEREAS The President has reviewed the proposal and endorses the recommendation;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees approves the submission of a program proposal to SUNY and NYSED for NCCC to register our *AS Business: Sports and Events Management* program on our Malone campus.

2017-18 | 14
February 23, 2018

Motion:
Seconded:
Motion approved: (0-0-0)

A.S. SPORTS AND EVENTS MANAGEMENT
(HEGIS 5099)



I. PROGRAM CORE COURSES (25 Credits)		CREDITS	SEMESTER	GRADE
A. BUS 101	Intro to Financial Accounting	4		
B. BUS 203	Business Law I	3		
C. BUS 211	Human Resource Management	3		
D. CIS 130	Productivity Computing	3		
E. REC 101	Introduction to Leisure Services	3		
F. SPM/REC 150	Introduction to Sports Management	3		
G. SPM 201	Sport and Event Management Internship	3		
H. BUS 212	Marketing	3		
II. LIBERAL ARTS and SCIENCES (31 Credits)				
A. SOCIAL SCIENCE (6 credits)				
1. History Elective: Select from any course that meets General Education requirement for Amer History, Western Civ or Other World Civilization		3		
2. ECO 102 Introduction to Microeconomics		3		
B. HUMANITIES (9 credits)				
1. ENG 101 English Composition I		3		
2. ART ELECTIVE - Select from any course that meets General Education requirement for Arts.		3		
3. HUMANITIES ELECTIVE - Select from any course that meets General Education requirement for Humanities.		3		
C. MATHEMATICS (3 credits) Select from MAT 121 or higher.				
1. MAT		3		
NATURAL SCIENCE with Lab (4 credits) Select from any 4-credit course on the list of SUNY-approved General Education courses that meets the requirement for Natural Sciences. (BIO 103 must have BIO 112; BIO 104 must have BIO 108)				
1.		4		
LIBERAL ARTS and SCIENCES ELECTIVES (9 credits) (Note: Courses must be identified as meeting General Education requirements provided that Section IIA-D General Education courses are fulfilled.)				
1. PSY 105 Leadership recommended		3		
2. ENG 105 Speech Fundamentals recommended		3		
3.		3		
III. GENERAL ELECTIVES (6 Credits)				
Select any credit courses offered at the College (ENG 100 & MAT 100 are General Electives)				
1.		3		
2.		3		
IV. PHYSICAL HEALTH (2 Credits)				
(Select from PED and HED courses)				
1.		1		
2.		1		

MINIMUM TOTAL CREDITS 64

Curriculum Request Form

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> New Program Proposal | <input type="checkbox"/> Program Change | <input type="checkbox"/> Program Deactivation |
| <input type="checkbox"/> Program Reactivation | <input type="checkbox"/> New Course Proposal | <input type="checkbox"/> Course Changes |
| <input type="checkbox"/> Course Deactivation | <input type="checkbox"/> Course Reactivation | <input type="checkbox"/> Course Outline |
| <input type="checkbox"/> Change in Delivery Mode | <input checked="" type="checkbox"/> Worksheet Change(s) | |

PROPOSED CHANGE(S): Department Number Title Prefix Prerequisite
 Content Level Fee Yes – contact LRPB No

Date:

Program Title:

Course Title:

Department:

Prerequisite: (attached course outline for prerequisite)

Course Level: (if any new assigned by registrar)

Credits: Contact Hours:

Prerequisite: (attached course outline for prerequisite)

College Bridge Course: Yes No

Course Fee: \$ LRPB Contacted: Yes No Business Office Notified: Yes No

CHANGE TO:

Program Title:

Course Title:

Department:

Prerequisite: (attached course outline for prerequisite)

College Bridge Course: Yes No

Course Fee: \$ LRPB Contacted: Yes No Business Office Notified: Yes No

Programs affected by change: AS: Business Administration

AAS: Business Administration

Type of Offering: Regular Online

Course Outline: Current (labeled OLD) Revised (labeled NEW)

Degree Worksheet: Current (labeled OLD) Revised (labeled NEW)

COURSE/PROGRAM DESCRIPTION:

We are proposing to register the AS Business: Sports and Events Management program on the Malone campus with a goal of launching it in Fall 2018. The program, colloquially known as Sports and Events Mgmt (or SPM for short), dates back to 1986 when it was approved for registration on the Saranac Lake campus. Over the last several years, the program's enrollment has been quite stable in Saranac Lake (Fall 17 = 26; Fall 16 = 26; Fall 15 = 39; Fall 14 = 38). At the same time, we had a number of inquiries from students on the Malone campus who wished to enroll in the program but couldn't because it was not offered there. This registration would allow for us to provide those students with a pathway at the Malone campus to pursue and complete the program.

In addition the request to register the program in Malone, we are also recommending two changes to overall structure of the program to fall in line with SUNY Seamless Transfer and Transfer Path requirements. Specifically, we are proposing
 1. to change the Core Elective from a BUS, CIS or REC option to a BUS 212 Marketing requirement, and,
 2. to change the Social Sciences elective in the liberal arts area from an elective to requiring ECO 102 Introduction to Microeconomics.

In addition, we are proposing to recommend ENG 105 Speech Fundamentals and PSY 105 Leadership as electives in the Liberal Arts and Sciences Electives. The Committee will also note that we have added a recommended sequence for those students testing into either ENG 100, MAT 095 or both.

RATIONALE:

As noted above, part of the reason for proposing adding the program to the suite of offerings is the interest, both current and historical, that we have had in the program. In addition to anecdotal reports we hear from faculty in Malone regarding student requests for the program there, data on students in our service area reported by the National Research Center for College and University Admissions (NRCCUA) which tracks and reports on high school juniors and seniors stated academic interests, point to a broader base of desire for programming similar to it. Between Essex, Franklin, and St. Lawrence counties there were 86 seniors and 86 juniors who noted interest studying sports management in the next two years.

Another factor in our proposal is that launching the program in Malone would be, relatively speaking, an less difficult lift as all but three of the courses (REC 101 Intro to Leisure Services, SPM/REC 150 Intro to Sport Management, SPM 201 Sports and Events Mgmt Internship) are offered or can be offered in Malone to support existing programs there. Thus, if we are able to attract new enrollment with this offering, it has the potential to create a ripple effect across other programs.

The changes to the content of the program were prompted by SUNY Transfer Path requirements for Sports Management which are part of the SUNY Seamless Transfer policy. All programs proposed to SUNY need to meet the transfer path for the program, if applicable and for this program that includes BUS 101 Financial Accounting, BUS 212 Marketing and either ECO 101 Introduction to Macroeconomics or ECO 102 Introduction to Microeconomics.



DESCRIBE IMPACT ON OTHER COURSE(S) AND/OR PROGRAM(S):

As noted above, we have had some interest over the years for the program and would expect that students at the Malone campus who are currently in either AAS Business Administration or AS Business Administration may opt to matriculate into SPM as it more clearly fits their aspirations. However, if our hopes are met, where we are actually recruiting new students to the program rather than internal transfers, it has the potential to increase demand on courses across departments that provide courses required for the program.

One question that arose in outreach to program chairs had to do with staffing the program. For the first year, we envision hiring an adjunct faculty member to teach two of the courses (REC 101 and SPM/REC 150). After that, we would expect that the full-time SPM instructor would cover those courses in both Malone and SL, similar to the pattern we have established with both CRJ and Human Services programs.

Additionally, between the time of reaching out to program chairs for their input and this application, we learned that we would need to add a requirement of BUS 212 Marketing and ECO 102 Introduction to Microeconomics to align the program with the SUNY Transfer Path for Sport Management. We would expect that that doing so could potentially require an additional section of both courses to be offered on both the SL and Malone campuses each year (depending on enrollment). That could impact some BUS, CIS, or REC offerings, though we would expect any impact would be

APPROVALS:

Larry McFaddin

Digitally signed by Larry McFaddin
 DN: cn=Larry McFaddin, o=North Country Community College,
 ou=Sports and Events Management, email=lmcfaddin@nccc.edu, c=US
 Date: 2018.01.29 14:35:51 -05'00'

Date: 01/29/2018

* Department Coordinator/Director

Allison Warner

Digitally signed by Allison Warner
 Date: 2018.02.02 15:27:08 -05'00'

Date: 02/02/2018

* Curriculum Committee Chair

Sarah Kilby

Digitally signed by Sarah Kilby
 DN: cn=Sarah Kilby, o=North Country Community College,
 ou=Mathematics Department, email=skilby@nccc.edu, c=US
 Date: 2018.02.09 14:43:04 -05'00'

Date: 02/09/2018

* Senate Chair

Joe Keegan

Digitally signed by Joe Keegan
 Date: 2018.02.20 11:25:33 -05'00'

Date: 02/20/2018

* Vice President for Academic Affairs



Date: 2/21/18

* President

Date: _____

* Board of Trustees

Date: _____

* Records

As needed the VPAA Office will coordinate submitting the necessary materials to the Board of Trustees, SUNY, NYSED, and/or Middle States for additional notification and/or approvals.

Entity:

Notification: _____ Approval: _____ Response: _____

Entity:

Notification: _____ Approval: _____ Response: _____

Entity:

Notification: _____ Approval: _____ Response: _____

Business Office Notified

A.S. SPORTS AND EVENTS MANAGEMENT - NEW
(HEGIS 5099)



I. PROGRAM CORE COURSES (25 Credits)			CREDITS	SEMESTER	GRADE
A.	BUS 101	Intro to Financial Accounting	4		
B.	BUS 203	Business Law I	3		
C.	BUS 211	Human Resource Management	3		
D.	CIS 130	Productivity Computing	3		
E.	REC 101	Introduction to Leisure Services	3		
F.	SPM/REC 150	Introduction to Sports Management	3		
G.	SPM 201	Sport and Event Management Internship	3		
H.	BUS 212	Marketing	3		

II. LIBERAL ARTS and SCIENCES (31 Credits)					
A. SOCIAL SCIENCE (6 credits)					
	1. History Elective: Select from any course that meets General Education requirement for Amer History, Western Civ or Other World Civilization		3		
	2. ECO 102 Introduction to Microeconomics		3		
HUMANITIES (9 credits)					
B.	1. ENG 101 English Composition I		3		
	2. ART ELECTIVE - Select from any course that meets General Education requirement for Arts.		3		
	3. HUMANITIES ELECTIVE - Select from any course that meets General Education requirement for Humanities.		3		
C.	MATHEMATICS (3 credits) Select from MAT 121 or higher.				
	1. MAT		3		
D.	NATURAL SCIENCE with Lab (4 credits) Select from any 4-credit course on the list of SUNY-approved General Education courses that meets the requirement for Natural Sciences. (BIO 103 must have BIO 112; BIO 104 must have BIO 108)				
	1.		4		
E.	LIBERAL ARTS and SCIENCES ELECTIVES (9 credits) (Note: Courses must be identified as meeting General Education requirements provided that Section IIA-D General Education courses are fulfilled.)				
	1. PSY 105 Leadership recommended		3		
	2. ENG 105 Speech Fundamentals recommended		3		
	3.		3		

III. GENERAL ELECTIVES (6 Credits)					
Select any credit courses offered at the College (ENG 100 & MAT 100 are General Electives)					
	1.		3		
	2.		3		

IV. PHYSICAL HEALTH (2 Credits)					
(Select from PED and HED courses)					
	1.		1		
	2.		1		

MINIMUM TOTAL CREDITS 64

A.S. SPORTS AND EVENTS MANAGEMENT - OLD
(HEGIS 5099)



I. PROGRAM CORE COURSES (25 Credits)			CREDITS	SEMESTER	GRADE
A.	BUS 101	Intro to Financial Accounting	4		
B.	BUS 203	Business Law I	3		
C.	BUS 211	Human Resource Management	3		
D.	CIS 130	Productivity Computing	3		
E.	REC 101	Introduction to Leisure Services	3		
F.	SPM/REC 150	Introduction to Sports Management	3		
G.	SPM/REC 201	Sport and Event Management Internship	3		
H.	ELECTIVE	BUS, CIS, or REC	3		
	1.				

II. LIBERAL ARTS and SCIENCES (31 Credits)					
A. SOCIAL SCIENCE (6 credits)					
	1.	History Elective: Select from any course that meets General Education requirement for Amer History, Western Civ or Other World Civilization	3		
	2.	Social Science Elective: Select any course that meets General Education Requirement for Social Science	3		
HUMANITIES (9 credits)					
B.	1.	ENG 101 English Composition I	3		
	2.	ART ELECTIVE - Select from any course that meets General Education requirement for Arts.	3		
	3.	HUMANITIES ELECTIVE - Select from any course that meets General Education requirement for Humanities.	3		
MATHEMATICS (3 credits) Select from MAT 121 or higher.					
C.	1.	MAT	3		
NATURAL SCIENCE with Lab (4 credits) Select from any 4-credit course on the list of SUNY-approved General Education courses that meets the requirement for Natural Sciences. (BIO 103 must have BIO 112; BIO 104 must have BIO 108)					
D.	1.		4		
LIBERAL ARTS and SCIENCES ELECTIVES (9 credits)					
E.	(Note: Courses must be identified as meeting General Education requirements provided that Section IIA-D General Education courses are fulfilled.).				
	1.		3		
	2.		3		
	3.		3		

III. GENERAL ELECTIVES (6 Credits)					
Select any credit courses offered at the College (ENG 100, MAT 100, MAT101 are General Electives)					
	1.		3		
	2.		3		

III. PHYSICAL HEALTH (2 Credits)					
(Select from PED and HED courses)					
	1.		1		
	2.		1		

MINIMUM TOTAL CREDITS 64

North Country Community College
Recommended Course Sequence
-AS Business: Sports and Events Management Program-

This sequence is recommended for students in the **A.S. Sports and Events Management Program**. This sequence assumes that the student will be attending NCCC full-time for two years. However, many students choose to take a reduced course load to complement their life schedules. Regardless, we recommend that you speak with an Academic Advisor prior to each semester to ensure that you are on track, as some courses require prerequisites and others are offered only in the Fall/Spring semesters

Semester 1	(Fall #1)		16cr.
REC 101	Introduction to Leisure Services	3cr.	
CIS 130	Productivity Computing	3cr.	
ENG 101	English Composition I	3cr.	
MAT	Math – Per Placement (MAT 100/101/121)	3cr.	
BUS 203	Business Law I	3cr.	
PED/HED	Physical Health	1cr.	
Semester 2	(Spring #1)		15cr.
SPM/REC 150	Introduction to Sport Management	3cr.	
BUS 211	Human Resource Management	3cr.	
MAT 121	Elementary Statistics	3cr.	
Lib Art Elective	PSY 105 Leadership recommended	3cr.	
General Elective	General Elective or Business Elective	3cr.	
Semester 3	(Fall #2)		17cr.
BUS 101	Intro to Financial Accounting	4cr.	
Gen Ed Elective	Art Elective (General Education)	3cr.	
BIO 103/112	Introduction to Biological Science with Lab recommended or any Science with a Lab	4cr.	
Lib Art Elective	ENG 105 Speech Fundamentals recommended	3cr.	
Lib Art Elective	Liberal Arts	3cr.	
Semester 4	(Spring #2)		16cr.
SPM 201	Sports and Events Management Internship	3cr.	
Gen Ed Elective	PHI 115 Ethics or Humanities Elective	3cr.	
ECO 102	Intro to Microeconomics	3cr.	
Gen Ed Elective	Am Hist/West Civ/Other World Civ Gen Ed	3cr.	
BUS 212	Marketing	3cr.	
PED/HED	Physical Health	1cr.	

** Please be advised that this Sports and Events Management Course Sequence is generally based on a student who is entering North Country Community College as a first time college student. Academic proficiency, testing, transfer credits, availability of courses, and other factors such as athletics or work may influence this sequence. The Sports and Events Management Program Coordinator will work with the students to ascertain relevant factors and will adjust this sequence accordingly.*

North Country Community College
Recommended Course Sequence
-AS Business: Sports and Events Management Program-
ENG 100 and/or MAT 100/101

This sequence is recommended for students in the **A.S. Sports and Events Management Program**. This sequence assumes that the student will be attending NCCC full-time for two years. However, many students choose to take a reduced course load to complement their life schedules. Regardless, we recommend that you speak with an Academic Advisor prior to each semester to ensure that you are on track, as some courses require prerequisites and others are offered only in the Fall/Spring semesters

Semester 1	(Fall #1)		16cr.
REC 101	Introduction to Leisure Services	3cr.	
CIS 130	Productivity Computing	3cr.	
ENG 100	Essentials of Effective Writing	3cr.	
MAT 100/101	Elementary Algebra or Quantways (4 cr)	3cr.	
BUS 203	Business Law I	3cr.	
PED/HED	Physical Health	1cr.	
Semester 2	(Spring #1)		15cr.
SPM/REC 150	Introduction to Sport Management	3cr.	
BUS 211	Human Resource Management	3cr.	
MAT 121	Elementary Statistics	3cr.	
Lib Art Elective	PSY 105 Leadership recommended	3cr.	
ENG 101	English Composition I	3cr.	
Semester 3	(Fall #2)		17cr.
BUS 101	Intro to Financial Accounting	4cr.	
Gen Ed Elective	Art Elective (General Education)	3cr.	
BIO 103/112	Introduction to Biological Science with Lab recommended or any Science with a Lab	4cr.	
Lib Art Elective	ENG 105 Speech Fundamentals recommended	3cr.	
Lib Art Elective	Liberal Arts	3cr.	
Semester 4	(Spring #2)		16cr.
SPM 201	Sports and Events Management Internship	3cr.	
Gen Ed Elective	PHI 115 Ethics or Humanities Elective	3cr.	
ECO 102	Intro to Microeconomics	3cr.	
Gen Ed Elective	Am Hist/West Civ/Other World Civ Gen Ed	3cr.	
BUS 212	Marketing	3cr.	
PED/HED	Physical Health	1cr.	

** Please be advised that this Sports and Events Management Course Sequence is generally based on a student who is entering North Country Community College as a first time college student. Academic proficiency, testing, transfer credits, availability of courses, and other factors such as athletics or work may influence this sequence. The Sports and Events Management Program Coordinator will work with the students to ascertain relevant factors and will adjust this sequence accordingly.*

North Country Community College
New Degree Program Proposal
AS Business: Sports and Events Management

Date: September 18th, 2017

Proposal:

The AS Business: Sports and Events Management is an associate's degree offered to students interested in the business-side of sports management an opportunity to pursue their studies in vicinity of Lake Placid, home to the 1932 and 1980 Olympics, Whiteface Mountain, and the Lake Placid Conference Center. The program is comprised of 25 core credits which provide business and sports and events management foundations including a formal applied learning experience (internship), supported by 31 credits of liberal arts and sciences, 6 credits of general electives, and 2 health/physical education courses.

The program was first registered and offered in 1986 as Rec Facilities Management on our Saranac Lake campus and at the time, the Olympic venues were the major draw. While that remains true today, the field has changed in the ensuing years to include an equal emphasis on the events management side of the equation. Over the last several years, we have had several inquiries from students and prospective students on our Malone campus to offer the program there. These observations are supported by New York State Department of Labor's Long-Term Occupational Employment Projections, 2012-2022 which indicate that workforce demands for Meeting, Convention, and Event Planners are strong both in New York State and nationally. When taken together, they make a strong case for us expanding this program to our Malone campus to better serve students' academic aspirations.

Contact Person(s):

Larry McFaddin, Chair – AS Business: Sports and Events Mgmt

Departmental/Area Support

Art/Computer Graphics and Design

September 21st, 2017

I support this program being offered in Malone. I had one advisee complete the degree and transfer to a 4 year program and another student that is interested in doing so.

Tina LaMour

Assistant Professor

Chair, Art/Computer Graphics and Design Department

Business

October 6th, 2017

Business Programs faculty have anecdotal evidence that there are students on the Malone campus who desire to be AS Sports and Events Management majors. We support registration of the program in Malone. Since much of the Sports and Events core is business courses, registration in Malone will have a significant impact on Business Programs if enrollment is substantial. Specifically, we may need to increase the number of sections of BUS 101, BUS 203 and CIS 130. In addition, BUS 211, which is currently run approximately only every other year, would need to be offered every spring. It is our understanding that BUS 212 is a desirable elective for Sports and Events, so that may need to be offered regularly, as well. The College will need to support the additional human resources required to staff those courses.

Lynne Fisher Kemp

Professor

Chair, Business Department

Humanities

September 23rd, 2017

Hi Larry,

The only suggestion I would make, and I know this would have to go through Curriculum, would be to add ENG 222 as a requirement or to "strongly suggest" that students take it, perhaps using that language, and adding it to the I. Program Core Courses, H. Elective line as a suggestion along with the BUS, CIS, or REC recommendations.

Bruce Rowe

Instructor

Chair, Humanities Department

Mathematics

September 28th, 2017

Hi Larry,

The math department discussed the proposal for the A.S. Sports and Events Management.

Discussion: We wondered, since adding this program to the Malone campus will require additional instructors to teach the 3 REC courses, who is going to teach those courses? Would REC101, 150, and 201 be taught by adjunct faculty, video-conference, or some other means?

The math faculty support the addition of the A.S. Sports and Events Management program to the Malone campus, but would like to know how the program will be supported on the Malone campus; specifically, who will be instructing. Furthermore, we wonder how and where (to whom) will the program be marketed.

Thanks,

Allison Warner

Assistant Professor

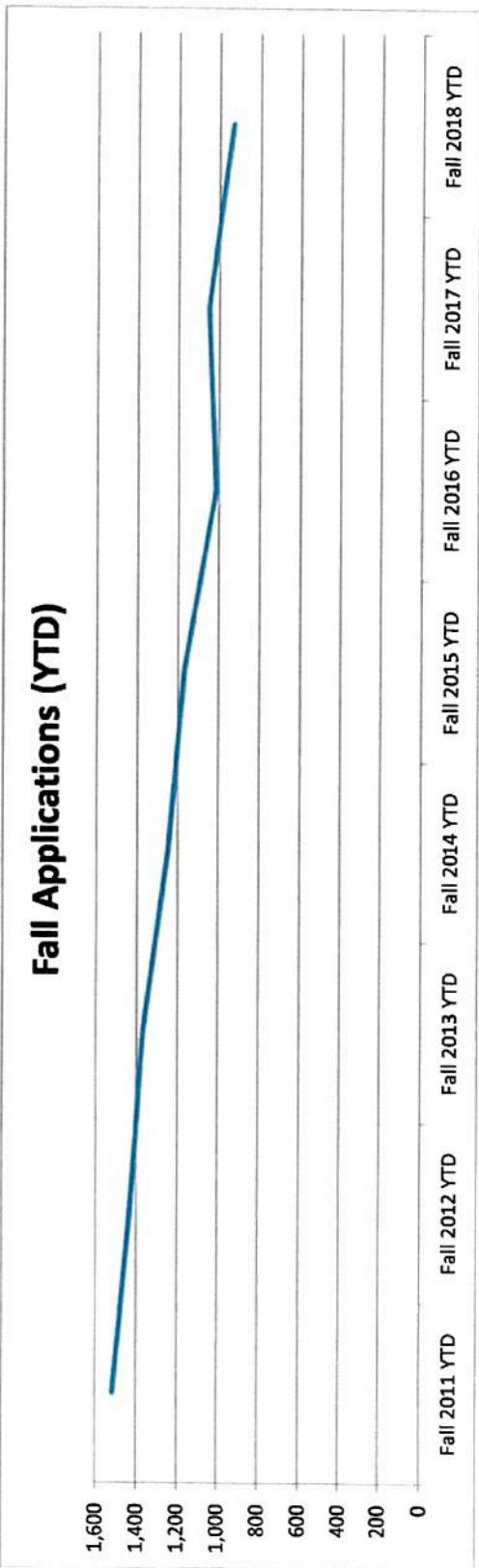
Chair, Mathematics Department

Board of Trustees Report
Office of Admissions
2/15/2018

Current Year: 2018

Data Date: 3/1/2018 *Rough estimate based on available data in CAMS

	Fall 2011 YTD	Fall 2012 YTD	Fall 2013 YTD	Fall 2014 YTD	Fall 2015 YTD	Fall 2016 YTD	Fall 2017 YTD	Fall 2018 YTD	Fall 2011 Final	Fall 2012 Final	Fall 2013 Final	Fall 2014 Final	Fall 2015 Final	Fall 2016 Final	Fall 2017 Final	Fall 2018 Final
Fall Applications (YTD)	1,514	1,430	1,368	1,246	1,166	1,011	1,050	930	1,843	1,740	1,673	1,921	1,882	1,927	1,898	
Deposits	389	423	315	206	163	13	30	10	449	479	351	481	472	533	451	
Admits	559	568	589	622	491	326	501	142	696	653	771	797	694	762	724	
Wait List (Nursing, RAD)	26	4	24	70	85	6	44	0	27	4	24	38	63	39	59	
Other Application Status	61	237	68	30	0	0	0	0	16	253	32	3	1	3	0	
Received Applications Pending Review	1	4	6	28	22	12	15	14	2	4	9	1	24	7	4	
Incomplete Applications	67	80	280	279	393	602	454	752	170	217	390	14	233	342	322	
Application Withdrawn	106	98	65	9	10	4	6	3	131	109	76	581	181	68	74	
Inactive Application	0	0	0	0	0	46	0	0	0	0	0	0	0	167	260	
Application Rejected	305	16	21	2	2	2	0	0	352	21	20	6	214	6	4	
Registered First Time, Transfer and Readmit	0	0	0	0	0	0	0	0	628	640	510	575	469	443	456	



Application Breakouts YTD:	<u>Fall 2018</u>	<u>Fall 2017</u>	<u>Fall 2016</u>	<u>17-18#/% Difference</u>	<u>16-18#/% Difference</u>
Applications:	930	1050	1011	-120/-11.4%	-81/-8.0%
Deposits:	10	30	13	-20/-66.7%	-3/-23.1%
Admits:	142	501	326	-359/-71.7%	-184/-56.4%
Incompletes:	752	454	602	298/65.6%	150/24.9%

Admissions Activities:

1. LPN admits will be finalized for 1st week of March
2. Spring 18 travel is becoming complete, see separate attachment
3. 454 student data files have been sent to NCCC from Potsdam w/400 more coming next week

Financial Aid Report:

1. Fall 18 award packaging will start 1st week of March
2. Staff training w/PowerFails will be scheduled during college Spring Break

PSA:

Friendly reminder that weekly admission numbers, the enrollment action plan, high school/community college data/webinars, and other useful enrollment resources are on Faculty SharePoint under the folder of Admissions.

Office of Admissions HS & College Fair Schedule for Fall 17 -Spring 18 (updated 2/14/18)

Essex County

Franklin County

Fall 17 HS Visits

Fall 17 HS Visits

Minerva	25-Sep	Franklin Academy	7-Nov
Newcomb	26-Oct	Chateaugay	7-Nov
Lake Placid	29-Nov	Salmon River	8-Nov
Keene	23-Oct	Brushton-Moira	8-Nov
Elizabethtown-Lewis	23-Oct	Tupper Lake	8-Nov
Crown Point	30-Nov	Saranac Lake	7-Nov
Ticonderoga	9-Nov	St. Regis Falls	8-Nov
Moriah	9-Nov		
Schroon Lake	5-Dec		
Willsboro	23-Oct		
Westport	23-Oct		

Spring 18 HS Visits TBD

Spring 18 HS Visits TBD

Lake Placid	Franklin Academy
Keene	Chateaugay
Elizabethtown-Lewis	Salmon River
Crown Point	Brushton-Moira
Ticonderoga	Tupper Lake
Minerva	Saranac Lake
Moriah	St. Regis Falls
Schroon Lake	
Willsboro	
Westport	
Newcomb	

College Fairs for Essex & Franklin Fall 17

9/25/2017	Franklin Academy, Chateaugay, Salmon River
9/26/2017	Saranac, Saranac Lake, Tupper Lake, Lake Placid
9/27/2017	Peru, Ausable Valley CS, Elizabethtown
10/4/2017	Salmon River HS Higher Ed Day
10/5/2017	2nd Annual College Fair Hosted by NCCC
	List of Invitees:
	*Saranac Lake High School**
	*Lake Placid High School**
	*Tupper Lake Central School**
	*Keene Central School**
	Saranac Central School**
	Ausable Valley Central School
	*Elizabethtown-Lewis Central School**

The Northwood School
 Mountain Lake Academy**
 Clifton-Fine Central
 *Adirondack Education Center
 *Moriah Central School**
 Minerva Central School
 Schroon Lake Central School
 Ticonderoga Central School
 Crown Point Central School
 Willsboro Central School
 Newcomb Central School
 St. Regis Falls Central School
 Franklin Academy High School
 Chateaugay Central School

* Attended 2017
 ** Attended 2016

College Fairs for Essex & Franklin Spring 18

College 101	Clinton CC	21-Mar
CVPH Education Day	Plattsburgh	21-Mar
CFES Plattsburgh Fair	Plattsburgh	22-Mar
Ticonderoga Career Day	Ticonderoga	28-Mar
Rutland College Fair	Vermont	4-Apr
ECH Community Event	Elizabethtown	7-Apr
NYC Counselors	NYC	3-May
Path to Potsdam	NYC	4-May
Path to Potsdam	NYC	4-May
CVES Career Connect	Plattsburgh	17-May
Adirondack College Night	SUNY ADK	1-May
Gateways to Careers	SUNY Canton	21-Mar



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of January 31, 2018

SUBMITTED TO THE BOARD OF TRUSTEES

February 23, 2018

ROBERT FARMER

Vice President of Administration, CFO

North Country Community College Balance Sheet JANUARY 31, 2018				
	Current YTD	Prior YTD		
	Actual	Actual	Variance	
Assets				
Cash	\$ 4,729,073	\$ 3,539,709	\$ 1,189,364	
Accounts Receivable-Students	3,060,052	3,020,319	39,734	
Due From NCCC Association	43,346	20,037	23,309	
Due From NCCC Foundation (Contributions)	660,123	855,858	(195,735)	
Due From Other Funds	493,429	475,668	17,761	
Due From Governments (State & Fed Fin Aid)	268,507	2,260,764	(1,992,257)	
Prepaid Expenses	(33,045)	(32,100)	(945)	
Total Assets	\$ 9,221,486	\$ 10,140,255	\$ (918,769)	
Liabilities				
Accounts Payable	\$ 194,737	\$ 330,276	\$ (135,539)	
Payroll & Benefits Liabilities	873,777	174,551	699,226	
Due to NCCC Association (Room, Meals, Books)	439,525	982,770	(543,245)	
Due to NCCC Foundation (Rent)	366,390	490,001	(123,612)	
Due to Other Funds	-	41	(41)	
Due to Retirement	(99,549)	21,965	(121,515)	
Compensated Absences	258,987	258,987	-	
Other Liabilities	565,540	443,331	122,209	
Total Liabilities	\$ 2,599,406	\$ 2,701,922	\$ (102,515)	
Month End Equity	\$ 6,622,080	\$ 7,438,333		
Total Liabilities & Equity	\$ 9,221,486	\$ 10,140,255		
Fund Balance Summary				
Fund Balance as of 09/01/16	\$ 4,103,505			
Estimated 16-17 Surplus (before audit)	\$ 775,831			
Project Fund Balance as 09/01/17	\$ 4,879,336			
* GASB 45 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits" Currently, NCCC would be responsible for \$4,014,424.				

North Country Community College Revenues & Expenditures JANUARY 31, 2018					
	Annual	17-18 YTD	Budget	% of	
	Budget	Actual	Variance	Budget	Budget
Revenues					
Tuition & Fees	\$ 5,596,360	\$ 4,903,494	\$ 692,866	88%	
Sponsors' Contribution	2,480,000	1,020,833	1,459,167	41%	
Chargebacks	682,500	275,145	407,355	40%	
Out-of-State Tuition	608,685	527,655	81,030	87%	
State Aid	4,116,376	2,071,174	2,045,202	50%	
Contributions	991,450	375,952	615,498	38%	
Total Revenues	\$ 14,475,371	\$ 9,174,253	\$ 5,301,118		
Expenditures					
Salaries	\$ 7,098,337	\$ 3,099,094	\$ 3,999,243	44%	
Payroll Taxes	525,065	206,208	318,857	39%	
Medical	1,431,094	897,051	534,043	63%	
Retirement	712,619	25,000	687,619	4%	
Other	130,635	68,574	62,061	52%	
Equipment	151,330	238,904	(87,574)	158%	
Facility Leases	1,455,380	486,135	969,245	33%	
Utilities	388,800	245,831	142,969	63%	
Maintenance	219,650	107,672	111,978	49%	
Office & General Supplies	108,124	24,932	83,192	23%	
Advertising	224,575	51,879	172,696	23%	
Professional Services	227,950	71,803	156,147	31%	
Information Technology	195,950	201,217	(5,267)	103%	
Library & Instructional Supplies	603,720	144,418	459,302	24%	
Scholarships	360,000	239,247	120,753	66%	
Travel	358,810	84,250	274,560	23%	
Property & Liability Ins.	145,000	100,309	44,691	69%	
Miscellaneous	181,213	138,845	42,368	77%	
Total Expenditures	\$ 14,518,252	\$ 6,431,369	\$ 8,086,883		
Net Surplus/(Decrease)	\$ (42,881)	\$ 2,742,884	\$ -		

North Country Community College

Financial Statement Outline

January 31, 2018

Balance Sheet:

Assets- Decreased by \$918,769 from same time last year

Cash- Cash is based on timing of deposits and AP check runs.-Drew in Federal Funds due to threat of Federal shutdown

Accounts Receivable, Students- Still process SP-18 bills, including 2nd Chance Pell. We will be receiving loans, Pell and Tap soon.

Due from NCCC Foundation- No significant change from last month.

Due from Governments- Money's owed to the college for State and Federal financial aid. Again, drew in Federal funds due to the threat of the Federal shutdown.

Liabilities- Decreased by \$102,515 from same time last year

Payroll & Benefits Liabilities- The College implemented a new payroll system, the transaction automatically transfer to the accounting system. These liabilities will offset the payroll expenses during reconciliations.

Due to Retirement- The accrued liabilities for ERS, TRS and TIAA-CREF need to be recorded for 2017-18.

Other Liabilities- Timing of reconciliations.

North Country Community College

Financial Statement Outline

January 31, 2018

Revenues:

Tuition and Fees: Business Office still processing SP-18.

Sponsor Contributions- Our Sponsor contributions will remain the same throughout the year.

Chargebacks- Chargeback billings will be processed next month. We are projecting being under budget approximately \$150,000

Out of State Tuition- Still processing SP-18 charges

State-Aid- State Aid is funded based on 1,125 FTE. The State Aid rate is \$2,747 for 17-18. At this time the state is projecting the following aid:

We are projecting being under budget approximately \$120,000. 2nd chance FTE's under 75.

Base Aid	\$3,090,375
Rental Aid	670,070
Low Enrollment	188,000
Recruiting/Marketing	2,950
Job Linkage	42,538

Contributions: The Foundation refinanced their current bonds. The agreement between the Foundation and College is the college receives contributions from the rental payment minus the bond payment. With the refinancing the bond payment will be lower, the college will receive higher contributions for the year. Contributions are recorded to date.

Expenses:

Some expenses within Equipment and Information Technology need to be moved to the Capital Account. Retirement expenses have not been record for the 17-18 year. Medical will be over budget due to retiree health not budgeted.

President's Report to the Board of Trustees

February 15th, 2018

Dr. Steve Tyrell

- 1) **Campus and External Relations:** community sessions attended, presentations made, and "meet and greets" completed listed below.

Date:	With:	Location:
2/1/2018	North County Chamber of Commerce's Legislative Breakfast with Senator Little, Assemblymember Stec and Assemblymember Jones	Plattsburgh, NY
2/5/2018	Essex County Treasurer	Elizabethtown, NY
2/5/2018	Assemblyman Dan Stec	Albany, NY
2/5/2018	Annual State Legislative Friends of SUNY Reception	Albany, NY
2/6/2018	Cathy Dove, President Paul Smith College	Saranac Lake, NY
2/8/2018	Advocacy Team meets with Assemblyman Billy Jones	Malone, NY
2/9/2018	NYCCAP Executive Team Conference Call on Advocacy	Saranac Lake, NY
2/10/2018	50 th Anniversary Alumni Reception at the Hotel Saranac	Saranac Lake, NY
2/15/2018	State Senator Morelle/ Assemblymember Jones Host Session on Economic Development	Saranac Lake, NY
2/22/2018	Retirees' Breakfast	Saranac Lake, NY

- 2) **Budget, Enrollment and Advocacy** – The College staff has begun the process of presenting the proposed 2018-19 budget to the committee on Long Range Planning and Budget (LRP&B). On February 9th, revenue projections for the 2018-19 operating budget were presented to LRP&B by the CFO. Bob Farmer will present 2018-19 revenue projections at the March Board of Trustees meeting as a precursory report to the overall proposed 2018-19 budget to the Board which is annually presented to the Board at the April Board meeting. Bob will also be preparing an updated five year financial plan for the College to review this spring semester. This activity is also an action item in our strategic plan.

Regarding the 2017-18 budget, enrollment for spring semester is slightly ahead of our budget enrollment target of 975 FTEs (currently raises our projected enrollment to 985 FTEs – and this number does not include the 2nd Chance Pell students. If they were included, the College enrollment is tracking above 1,140 FTEs). This adjusted FTE projection is a result of the slight increase of new students recruited for Spring semester and for the yeoman's effort by Admissions staff and faculty in assisting returning students to enroll in Spring classes. Spring enrollment for Bridge students will be completed shortly and we will update our 2017-18 budget target projection again at that time.

2018-19 State budget advocacy continues with a number of phone calls, meetings and events with State representatives. As you know, we continue to advocate for a new funding formula for State community colleges.

- 3) **50th Anniversary - Employee Recognition Event** – The planning group met on February 8th to continue planning activities. This group is comprised of Stacie Hurwitch, Chris Knight and Gina Pollack. The 50th Anniversary committee has provided additional feedback to the planning group and has advised conducting campus based recognition events in April 2018. Given that the 50th anniversary officially concludes in early September 2018; the 50th anniversary committee has suggested that these three events occur in September 2018 and thus could be tied to the unveiling ceremonies planned for recognition of all past chancellor awardees.
- 4) **SUNY Potsdam Initiative** – This initiative is a part of the College’s strategic plan and its five year financial plan. Per request of SUNY administration in late December, the administration team began collecting letters of support from State operated campuses and community colleges in neighboring counties. The College also has to obtain a Service Area Agreement through SUNY administration with area community colleges. We have requested those additional letters and have received them at this time. Stacie Hurwitch continues to track the progress staff and faculty are making on this project. An updated version of the implementation plan was shared with the College community on February 1st. The implementation plan includes what steps are underway and who are the staff leading these various activities. The College staff will conference call with the SUNY Potsdam leadership team on February 22nd to get a progress report from all parties.
- 5) **Shared Governance Working Group** – As a continuation of our work from last year and as an initiative in our strategic plan, members of the shared governance working group are scheduled to attend the SUNY Voices Conference in Albany on March 2nd. The theme of the conference is Middle States and Shared Governance. Stacie Hurwitch, Sarah Kilby and Bruce Rowe will attend a special workshop on the Standards of Excellence in Shared Governance. The shared governance working group will meet again on March 5th to talk about the outcomes of the conference and develop a new comprehensive shared governance survey for our College community. The working group will administer the survey to the College community in early April with plans to analyze the results in early summer.
- 6) **Strategic Plan Progress Reports** – Stacie Hurwitch continues to track progress on each strategic initiative in the College 2017-2020 strategic plan. She shared a first draft of a progress report with the College community on January 24th and with the Board on January 26th. An updated version of the progress report was shared on February 1st with the leads of each department overseeing these initiatives and will be shared with the College community shortly. A number of College community members are working on various initiatives at this time and we are extremely appreciative of their efforts.
- 7) **Exploration of Acquisition of Radio Station Property** – College staff met briefly with the Essex County Treasurer on February 5th to discuss the recommendations that the College attorney shared with the Essex County Attorney. The College would like to acquire the .2 acre parcel the

former radio station structure resides on and has recommended that Essex County make a determination how the county would like to proceed with the radio tower property (3 acre parcel) as there is private interest to acquire the tower and possibly restart a radio station for Saranac Lake. We look forward to the decision that Essex County will make regarding both land parcels.

- 8) **YMCA Visit to Saranac Lake** – On January 25th a small team from the College met with members of the community, the school district and the YMCA to discuss the merits of a future partnership for the Saranac Lake community. It was decided that we really need to have more input from the community on what are the possibilities associated with a future partnership. The YMCA suggested to the group that a Community Needs Assessment be first shared with the local community and there is a plan to do so in the beginning of March. A community forum would then be conducted for members of the Saranac Lake Community, and surrounding areas and where questions could be answered and ideas from the community explored. This meeting is slated for March 8th and will be hosted on the Saranac Lake Campus. The forum will include a few remarks from me and then comments from Justin Ihne (Plattsburgh YMCA, CEO), and Diane Fox (Superintendent, Saranac Lake School District). Mayor Rabideau has agreed to be the forum moderator. A debrief of the forum and need assessment results will follow in mid-March.
- 9) **Saranac Lake Master Plan Update** – Bob Farmer has assembled a team of constituents to update the 2010 Campus Master Plan for Saranac Lake. They first met in December, then again on January 29th and recently on February 13th.

Representatives from our sponsoring counties were invited to attend the February 13th meeting. Attending from Franklin County, Donna Kissane, Paul Lauzon, Don Dabiew, Carl Sherwin, and Andrea Dumas. Attending from Essex County Board of Supervisors was Joe Pete Wilson. Also attending were Board of Trustee members Steve Reed and Tim Burpoe. The College staff presented facilities needs for the Saranac lake campus and field questions from county representatives. The next meeting was set for March 13th.

In addition to the discussion, county representatives were provided copies of prior reports presented to the counties – the 2010 Master Plan and Capital request and the 2015 Prioritization List of projects under the design of a 9 million bond match project. In 2010, the counties were asked to each sponsors a 7-8 million dollar bond to support phase 1 of the 2010 master plan. In 2015, the counties were each asked to sponsor a 2.25 million dollar bond. The current update activity to the Saranac Lake campus capital needs will result in the College updating it plans and capital request to the counties in the near future.

The College was extremely appreciative of the attendance of county representatives at the February 13th meeting and hopes they will continue to attend these meetings in the future as their feedback and questions were extremely helpful to the College's planning efforts.

**NCCC Foundation
Report to NCCC Board of Trustees
February 14, 2018**

50th Anniversary Alumni Reception – Saturday, February 10, 2018

NCCC and Paul Smiths College joint alumni reception at the Hotel Saranac on Winter Carnival Parade Day was well-attended and very well received. Over 150 alumni, family and friends made for a festive occasion and we are working to have this event become an annual tradition for our two colleges.

NCCC Foundation 2018-19 Scholarship Directory

The Foundation's Annual Scholarship Directory is now available for students, both in hard copy and on the College's website. Over \$30,000 in scholarship support from twenty-seven scholarship opportunities are included.

Student Awards for Excellence Program

The NCCC Student Awards for Excellence Program is scheduled for May 11, 2018. Award underwriting will be solicited over the next two months. Last year 50 individuals, including 30 NCCC faculty and staff, and 28 area businesses and organizations, supported the student awards with over \$10,000 in underwriting.

-Submitted by Diana Fortune, Director



**North Country Community College
Faculty Position on Exploring AOS Programs and Certificates
Wednesday, February 21, 2018**

At our faculty meeting on February 2nd, 2018, there was a motion to survey the faculty for their interest in exploring the possibilities of adding new programs and certificates, particularly in the trades or other areas where we currently do not offer academic programs. The survey, conducted over the past two weeks, queried the faculty on five questions, which are found below. Overall, of those who participated, the sentiment was to explore doing so and hold another faculty meeting to lay out how best to approach this.

Survey results:

Questions	Numerical Responses	%
Do you support exploring the addition of AOS programs to our offerings?	25/29 support	86%
Do you support exploring the addition of AOS certificates to our offerings?	25/29 support	86%
If yes, do you support adding them to:		
• SL campus	21/25 support - SL	84%
• ML campus	21/25 support - ML	84%
• Ti campus	18/25 support - Ti	72%
Are you in favor of holding another faculty meeting focused on what we learn from this survey in the near future?	23/25 support	82%
Please list any program ideas you have for AOS offerings here:	See below	

Health and Human Services

- home health care
- Chem Dep
- I have no ideas. I am in support of adding new programs that do not require a lot of new resources for NCCC. I am a very frugal person and tend to always choose the path of least cost and risk, which is why I am NOT meant to run any sort of business or make these decisions for the college. It is not my forte. I think the EMT certificate program is great! I think the Medical Records/Coding certificate was a good idea as well.
- EMT advanced EMT cert, Medical Assistant

Building Trades and Green Technology

- plumbing/electrician -- any contracting type program
- Building trades, electrical construction, masonry
- Building Trades/Construction leading to (BS) Construction management; Coding and Reimbursement, Court Reporting; Heating/Ventilation; Welding; Masonry; Electrical; Culinary Arts and partner with Paul Smiths for degree
- IP related needs Building trades paper and pulp cosmetology small engine electrician history (I know not AOS) but pertinent to Ti... CNA certificate
- Plumbing
- Plumbing, electrical, green technology, and other general service areas that our areas need for general maintenance and upkeep of properties in the area.
- I support any new programs that appear, through research, to be fiscally viable. I like the idea of looking into green technology.

Other Program Ideas

- cosmetologist, paralegal, funeral director and computer support technician



Strategic Plan | Executive Summary

Report created and submitted by: Stacie G. Hurwitch, EA to the President

1: Reaffirm Excellence in Teaching

- ⇒ A. Increase Adjunct Pay
- ⇒ B1. IT Improvements for Instruction Support
- ⇒ B2. Video Conference Upgrades on Each Campus
- ⇒ B3. Increase Graphic Arts Experience with Quality Hardware/Software
- ⇒ C. Replacement of Tables/Chairs in Each Campus Classroom
- ⇒ D. Increase Professional Development Opportunities

2: Development of New Academic Programs

- ⇒ A1. Teacher Education Program
- ⇒ A3. Sports & Events Management | Malone Fall 2018
- ⇒ A4. Certificate of Entrepreneurship
- ⇒ A5. Continuation of 2nd Chance Pell
- ⇒ A6. Path to Potsdam Program
- ⇒ B1-3. Advisory Board for Each Campus

3: Maintain Student Access and Completion

- ⇒ A1. NCCC | PSC 2+2 Agreement
- ⇒ A2. Revision of Essex/Franklin Scholarship
- ⇒ A4. Scholarship Dollars for Non-Traditional Age Students
- ⇒ A5. Increase Marketing Efforts for Recruitment Purposes
- ⇒ A7. Recruitment Initiative of Adding New Intercollegiate Team
- ⇒ A9. Establish Liaisons with Area High School Faculty
- ⇒ B1. Plans for Increasing Completion Rates for "At Risk" Students
- ⇒ B2. Improve Food Service on Saranac Lake and Malone Campus
- ⇒ B3. Increase Under-Represented Student Enrollment by 3%
- ⇒ B4. Implement Carnegie Supported Quantway Program

4. Ensure Financial Sustainability

- ⇒ A. Greater diversification of Funding Streams, Program Offerings and Initiatives
- ⇒ B. Update 5yr Financial Plan Annually
- ⇒ C. Set Annual Budget Enrollment Target Numbers for Fall 2019
- ⇒ D1. Reserve a Percentage of the Fund Balance for Potential Need in Future
- ⇒ D2. Invest a Percentage of the Fund Balance to Generate Revenue
- ⇒ D3. Reserve a Percentage of the Fund Balance | 1-time expenditures, Strategic Initiatives, Capital Projects and/or Equipment Replacement
- ⇒ E. Create 18-19 Capital Project Plan for Physical Plant Improvements
- ⇒ F. Request Match from Sponsoring Counties to Assist in Advancing the 2010 Campus Master Plan
- ⇒ G. Provide Increased Funding for Assessment Tools and Training Opportunities

5. Leveraging Institutional Strengths Toward Climate & Culture

- ⇒ A. Document Roles/Jurisdiction/Responsibilities of Governing Bodies
- ⇒ B. Create Cross-Functional Flow Chart and Reporting Documentation
- ⇒ C. Implement/Administer College-Wide Shared Governance Assessment Survey
- ⇒ D. Implement/Administer College-Wide Institutional Climate Assessment Survey

6. Enhancing Student Life

- ⇒ A. Audit of All Programs, Policies, Practices and Services to Determine Student Engagement
- ⇒ B. Design/Implement New Marketing Strategy for Programs & Services
- ⇒ C. College, Association & Foundation Will Continue to Enact Physical Plant Improvements to Promote Student Engagement

For further details and information, please reference the appropriate section on the main Strategic Plan Progress Report.

Thank you.

Project Status Key

- Not started, Delayed
- Behind schedule
- In Progress, On Schedule
- Complete

Project Working Group Leads

Steve Tyrell: styrell@nccc.edu | President
Stacie Hurwitch: shurwitch@nccc.edu | EA to President
Joe Keegan: jkeegan@nccc.edu | Academic Affairs

Kim Irland: kirland@nccc.edu | Student Life
Chris Tacea: ctacea@nccc.edu | Admissions
Bob Farmer: rfarmer@nccc.edu | CFO

Name	Strategic Expenditures	Start	Finish	Resource Name	Notes
1: Reaffirm Excellence in Teaching by Committing Resources	\$ 433,854.00	1/17/17	12/21/18		
1A: Adjunct Pay	\$ 90,000.00	3/15/17	5/11/18		
Budget plan 17-18 Adjunct Pay Increase	\$ 50,000.00	3/15/17	2/14/18	Bob Farmer	
Budget Plan 18-19 Adjunct Pay Increase	\$ 40,000.00	2/15/18	3/30/18	Bob Farmer	
Board of Trustees approval	\$ 0.00	4/16/18	5/11/18	Bob Farmer	
1B1: IT continues to make key improvements to support instruction by continuing support for the Moodlerooms platform to enhance the online experience	\$ 0.00	1/16/18	12/21/18		2/20: IT support for Moodlerooms has shifted from S. Maroun to S. Harwood effective 2/1/18
Update License #		1/16/18	5/18/18	Scott Harwood, Dean Kidder	
Orientation - Spring		1/16/18	5/18/18	Sarah Maroun	
Orientation - Fall		8/20/18	12/21/18	Sarah Maroun	
1B2: IT Support Advancing the 2017 plan for Video Conferencing for all campuses	\$ 102,000.00	7/3/17	12/15/17		AAS Nursing is proposed as a stand-alone program in Malone, lessening the need for VC.
Saranac Lake Upgrade equipment	\$ 34,000.00	12/15/17	12/15/17	Bob Farmer, Scott Harwood, Joe Keegan, Steve Tyrell, Sarah Maroun	HH-105 & CL-012
Ticonderoga Upgrade equipment	\$ 34,000.00	7/3/17	8/18/17	Bob Farmer, Scott Harwood, Joe Keegan, Sarah Maroun, Selina LeMay-Klippel	Ti-210 & Ti-219
Malone Upgrade equipment	\$ 34,000.00	7/3/17	8/18/17	Bob Farmer, Scott Harwood, Joe Keegan, Steve Tyrell, Sarah Maroun	RH-107 & RH-108
1B3: IT (with Academic Affairs) will continue to assess the instructional support needs (software and hardware) of the graphics arts programs to ensure an on-going quality graphic arts experience	\$ 110,000.00	5/15/17	12/22/17		Challenges have emerged regarding licenses, applying updates and ensuring those resources are available for students and faculty which are being addressed presently. The needs for software and hardware support extend beyond the graphic arts and are a top priority for Academic Affairs at this point.
Labs Update computers, monitors and software	\$ 90,000.00	5/15/17	12/22/17	Scott Harwood, Joe Keegan, Sarah Maroun	2/20: Hardware, software and monitors were all updated for C-15, C-7 and BM-301 (Malone) at a cost of \$90,000, \$30,000 for each room.
Purchase Adobe Cloud - reimage computers as needed	\$ 20,000.00	5/15/17	12/22/17	Scott Harwood, Joe Keegan, Sarah Maroun	2/20: Annual cost
1C: Replacement of all classroom tables and chairs on all three campuses.	\$ 122,194.00	1/17/17	8/17/18		Ongoing. Sarah M. has been working with Bob this fall on drafting Round 2 of needs for classrooms, labs, study areas and offices.

Malone Part I	\$ 55,793.00	1/17/17	8/18/17	Joe Keegan, Sarah Maroun, Bruce Kelly, Bob Farmer	Furniture was replaced in various classrooms
Malone Part II		1/17/17	8/17/18	Joe Keegan, Sarah Maroun, Bruce Kelly, Bob Farmer	
Saranac Lake Part I	\$ 44,658.00	1/17/17	8/18/17	Joe Keegan, Sarah Maroun, Bob Farmer	Furniture was replaced in various classrooms
Saranac Lake Part II		1/17/17	8/17/18	Joe Keegan, Sarah Maroun, Bob Farmer	
Ticonderoga Part I	\$ 21,743.00	1/17/17	8/18/17	Joe Keegan, Sarah Maroun, Selina LeMay-Klippel, Bob Farmer	Furniture was replaced in various classrooms
Ticonderoga Part II		1/17/17	8/17/18	Joe Keegan, Sarah Maroun, Selina LeMay-Klippel, Bob Farmer	
1D: A professional development program is formally established by Academic Affairs and funded by the College to support growth and development of teaching and non-teaching professionals and that directly support augmenting instructional quality.	\$ 9,660.00	11/10/17	8/17/18		PD in assessment was offered to the entire faculty in Jan 2018 and diversity PD has been offered to the faculty at several points throughout the 17-18 year.
Propose increase funding for faculty and staff in Academic Affairs from \$12,000-\$20,000 for FY18-19	\$ 9,660.00	11/10/17	8/17/18	Bob Farmer, Joe Keegan, Sarah Maroun, Steve Tyrell	The professional development and conferences & workshops line items were increased by a total of \$9,660 in the 18-19 budget. This represents a 13.5% increase over the 17-18 budget.
1E: Academic departments are able to access degree program information through both "real-time" reporting structures and through an enhanced data repository.	\$ 0.00	11/10/17	11/10/17	Scott Harwood, Sarah Maroun, Joe Keegan	Discussions have begun along with identifying "typical" reports and data requests that would be valuable for departments for program review and program learning outcomes assessment. Given the demands of IT, there has been precious little time had for working on this as of yet.
1F: Academic departments can track student learning outcomes assessment work between course-level work and how they are linked to review of academic programs and assessment of broader institutional learning goals.	\$ 0.00	11/10/17	11/10/17	Scott Harwood, Sarah Maroun, Joe Keegan	Discussions have begun along with identifying "typical" reports and data requests that would be valuable for departments for program review and program learning outcomes assessment.
2: Development of New Academic Programs	\$ 0.00	5/15/17	12/21/18		

<p>2A1: Teacher Educational program established by Fall 2018</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>11/10/17</p>	<p>8/17/18</p>	<p>Joe Keegan, Sarah Maroun, Chairs & Directors</p>	<p>Teacher Ed proposal is in discussion phase with the chairs of Humanities, Math and Social Science involved. Outreach to SUNY Potsdam and SUNY Plattsburgh has begun as well for input on the proposal. Given the demands that have unexpectedly arisen (SUNY Potsdam's fast timeline, Advance EMT, other programs), the likelihood of getting this in place for Fall 18 is slim.</p>
<p>Review Chairs of Humanities, Math and Social Science</p>		<p>11/10/17</p>	<p>11/10/17</p>	<p>8/17/18</p>	<p>Joe Keegan, Sarah Maroun</p>	
<p>2A2: Biological Science Track program established by Fall 2010</p>	<p>\$ 0.00</p>	<p>11/10/17</p>		<p>11/10/17</p>	<p>Joe Keegan</p>	<p>Bio Track tabled. Discussion with SUNY revealed that the proposal was more a stand-alone program, rather than a track. At this point, creating a program was not seen as desirable or cost-effective. Other tracks, such as Dietetics or Nutrition Science were mentioned by the Science Dept. to consider. The earliest that will happen is Spring 18. 2/20: An unanticipated opportunity to create a certificate in Advanced EMT was been approved by the Science Department and is working its way through the governance process.</p>
<p>2A3: Sports and Event Management program established on the Malone campus by Fall 2018</p>	<p>\$ 0.00</p>	<p>1/16/18</p>		<p>5/18/18</p>		<p>In progress. The program will be moving back to Curr Comm for review at this first meeting in Spring 18. There were some changes to the proposal that the Committee was not aware of and we asked that they table their decision until all of the changes associated with the proposal were presented to them.</p>
<p>Review Curriculum Committee</p>		<p>1/16/18</p>		<p>5/18/18</p>	<p>Joe Keegan, Curriculum Committee</p>	

<p>2A4: Certificate in entrepreneurship that is targeted toward high school graduates of cosmetology established by fall 2018</p>	<p>\$ 0.00</p>	<p>5/15/17</p>	<p>12/22/17</p>	<p>In progress. The certificate requirements have largely been drafted and the Business Dept. will review once again for content and sequence in early Dec 17. We are waiting on additional enrollment projections from BOCES. On a related note, the Business Dept. has moved to register the AAS Entre Mgmt. program in Malone and that proposal is working through the governance process.</p>
<p>Draft Certificate requirements</p>		<p>5/15/17</p>	<p>12/22/17</p>	<p>Joe Keegan</p>
<p>Review Business department</p>		<p>5/15/17</p>	<p>12/22/17</p>	<p>Joe Keegan</p>
<p>Receive Enrollment projections from BOCES</p>		<p>5/15/17</p>	<p>5/15/17</p>	<p>Joe Keegan</p>
<p>2A5: Explore continuation of the 2nd Chance Pell program in the event the federal government opts to discontinue this important educational program.</p>	<p>\$ 0.00</p>	<p>10/17/17</p>	<p>10/17/17</p>	<p>Ongoing. Sarah Kilby attended Vera sponsored conference in Houston in October 17.</p>
<p>Attend VERA Conference and report findings</p>		<p>10/17/17</p>	<p>10/17/17</p>	<p>Sarah Kilby</p>
<p>2A6: The establishment of three academic programs at a new instructional site located on the SUNY Potsdam campus by fall 2018.</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>1/31/18</p>	<p>The Extension Center application was sent to SUNY on Dec 1, 17. The MOU is being finalized by both parties. We will need to complete a request to add an additional location to MSCHE. The PD for the Campus Director has been approved and the search launched. We have been working on a timeline to track needed steps to launch the program. The Master Plan Amendment will be worked on later in the Spring 18 semester.</p>
<p>MOU SUNY Potsdam signed</p>		<p>12/1/17</p>	<p>12/1/17</p>	<p>Joe Keegan, Steve Tyrell, Bob Farmer, Lisa Symonds, Stacie Hurwitch, Kim Irland, Chris Tacea</p>
<p>Extension Center Application Send to SUNY Administration</p>		<p>12/1/17</p>	<p>12/1/17</p>	<p>Joe Keegan, Steve Tyrell, Bob Farmer, Lisa Symonds, Stacie Hurwitch, Kim Irland, Chris Tacea</p>
<p>Meet with SUNY Administration</p>		<p>11/10/17</p>	<p>1/31/18</p>	<p>Steve Tyrell, Stacie Hurwitch, Bob Farmer, Lisa Symonds, Joe Keegan, Chris Tacea</p>
<p>Position Description Campus Director</p>		<p>11/10/17</p>	<p>12/19/17</p>	
<p>Create new PD</p>		<p>12/1/17</p>	<p>12/19/17</p>	<p>Joe Keegan, Chad LaDue, Tara Smith</p>

NCCCAP Approves PD				11/10/17	12/19/17	Chad LaDue	
Presidents Council Approves Search, President Supports				11/10/17	12/19/17	Steve Tyrell, President's Council	
Master Plan Amendment				11/10/17	11/10/17	Joe Keegan, Bob Farmer	
2B1: Malone Establish an advisory board whose purpose is to engage local and regional representatives on emerging demands in workforce needs in the region so that the College can determine if it can provide academic offerings	\$ 0.00			12/15/17	12/21/18		Next step is to send out minutes to the group and set up a second meeting in Spring 18.
Inaugural Meeting				12/15/17	12/15/17	Joe Keegan, Bruce Kelly	
Spring 2018				1/16/18	5/18/18	Joe Keegan, Bruce Kelly	
Fall 2018				8/20/18	12/21/18	Joe Keegan, Bruce Kelly	
2B2: Saranac Lake Establish an advisory board whose purpose is to engage local and regional representatives on emerging demands in workforce needs in the region so that the College can determine if it can provide academic offerings	\$ 0.00			1/16/18	12/14/18		Steps taken to form the group with several candidates identified. Will complete and schedule meeting by mid-February and link SL Master Planning ideas to this Board for their review/input.
Inaugural meeting				1/16/18	4/27/18	Joe Keegan	
Fall 2018				1/16/18	12/14/18	Joe Keegan	
2B3: Ticonderoga Establish an advisory board whose purpose is to engage local and regional representatives on emerging demands in workforce needs in the region so that the College can determine if it can provide academic offerings	\$ 0.00			12/8/17	12/21/18		Need to communicate out to all participant with summary of meeting and plans for next steps, including a Spring 18 date for a meeting.
Inaugural meeting				12/8/17	12/8/17	Selina LeMay-Klippel, Joe Keegan	
Spring 2018				1/16/18	5/18/18	Selina LeMay-Klippel, Joe Keegan	
Fall 2018				8/20/18	12/21/18	Selina LeMay-Klippel, Joe Keegan	
3: Maintaining Student Access and Completion	\$ 200,000.00			1/2/17	11/11/19		
3A1: Recruitment 2+2 agreement between NCCC and Paul Smiths College work with PSC to co-market this new initiative where NCCC currently recruits	\$ 0.00			5/4/17	1/1/18		
Outreach to former NCCC students				5/4/17	1/1/18	Chris Tacea	

<p>3A2: Recruitment Essex and Franklin Scholarship program is revised to allow more high performing high school graduates in the region to access the scholarship</p>	<p>\$ 0.00</p>	<p>10/2/17</p>	<p>2/1/18</p>		
<p>Posters for Essex/Franklin Counties promoting new requirements</p>		<p>10/2/17</p>	<p>10/2/17</p>	<p>Chris Tacea</p>	
<p>Send full scholarship announcements to all qualified students to date.</p>		<p>2/1/18</p>	<p>2/1/18</p>	<p>Chris Tacea</p>	
<p>3A3: Recruitment Work with SUNY Potsdam in advancing the NCCC brand in SUNY Potsdam markets beyond NCCC's current reach</p>	<p>\$ 0.00</p>	<p>12/1/17</p>	<p>8/3/18</p>	<p>Chris Tacea</p>	
<p>3A4: Recruitment Leverage scholarship dollars to increase non-traditional age student enrollment</p>	<p>\$ 0.00</p>	<p>1/2/17</p>	<p>8/3/18</p>		
<p>Allocate 20K towards non-trads PT/FT</p>		<p>1/2/17</p>	<p>8/3/18</p>	<p>Chris Tacea</p>	
<p>3A5: Recruitment Implement additional recruitment strategies targeted to deter recent declining enrollment at the Malone campus</p>	<p>\$ 0.00</p>	<p>9/1/17</p>	<p>5/18/18</p>	<p>Chris Tacea</p>	
<p>3A6: Recruitment Assess current marketing efforts (web, print, cable, radio, face-to-face) to ascertain where the College needs to augment marketing efforts to support other recruitment initiatives while also sustaining current impact on regional market</p>	<p>\$ 0.00</p>	<p>12/20/17</p>	<p>7/2/18</p>		
<p>Fall 2017 Request/Receive AdWorkshop Recruitment reports</p>		<p>12/20/17</p>	<p>7/2/18</p>	<p>Chris Tacea</p>	<p>2/20: AdWorkshop working on new creative video for Fall rollout</p>
<p>Quarterly assessment report</p>		<p>12/20/17</p>	<p>7/2/18</p>	<p>Chris Tacea</p>	
<p>3A7: Recruitment Explore the recruitment initiative of adding another intercollegiate team that yields additional FTEs to the annual operating budget and address the physical plant challenge associated with intercollegiate sport expansion</p>	<p>\$ 0.00</p>	<p>2/1/17</p>	<p>11/11/19</p>	<p>Chris Tacea, Bob Farmer, Steve Tyrell, Joe Keegan, Chad LaDue</p>	
<p>3A8: Recruitment Through the implementation of key action items denoted in the College's 2016 SUNY Excels report, increase overall under-represented student enrollment by 3%- report out annually (all College and excluding 2nd Chance Pell / SUNY Potsdam)</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>10/5/18</p>	<p>Chris Tacea</p>	

<p>3A9: Recruitment Establish formal faculty liaisons with local high schools to insure alignment with learning outcomes and goals and to assist in improving the transition between high school and college</p>	<p>\$ 0.00</p>	<p>11/27/17</p>	<p>11/27/17</p>	<p>11/27/17</p>			
<p>Attend meeting Dual-Enrollment 3B1: Retention Forward recommendations to key institutional stakeholders on how to increase completion rates for various identified "at-risk" student cohorts by 5% with the fall 2019 incoming class cohort</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>11/10/17</p>	<p>11/27/17</p>	<p>Sarah Maroun</p>	<p>Scott Harwood</p>	<p>2/20: Data will be collected by Scott and submitted to appropriate stakeholders.</p>
<p>3B2: Retention Improve the quality of food service at the Saranac Lake campus and install a quality food service program at the Malone campus</p>	<p>\$ 200,000.00</p>	<p>6/1/17</p>	<p>9/29/17</p>	<p>Association, Bob Farmer</p>			
<p>3B3: Retention Through the implementation of key action items denoted in the 2016 Diversity and Inclusion Plan; increase overall under-represented student enrollment by 3%.</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>11/10/17</p>	<p>To be determined...</p>			
<p>3B4: Retention The implementation of the Carnegie supported Quantway program with the desire to increase student completion rates in development math course</p>	<p>\$ 0.00</p>	<p>1/26/17</p>	<p>1/12/18</p>	<p>Several full and part-time faculty have had Quantway training. We will start to see the first data on completion rates at the end of Fall 17.</p>			
<p>1st Cohort ML, SL, TI</p>		<p>9/1/17</p>	<p>9/1/17</p>	<p>Joe Keegan, Sarah Maroun</p>			
<p>Quantway conference Faculty attend</p>		<p>1/26/17</p>	<p>1/30/17</p>	<p>Joe Keegan</p>			
<p>Review Fall completion rates</p>		<p>12/26/17</p>	<p>1/12/18</p>	<p>Joe Keegan, Sarah Maroun</p>			
<p>4: Ensure Financial Sustainability</p>	<p>\$ 300,000.00</p>	<p>1/2/17</p>	<p>5/25/18</p>				
<p>4A: Finance Greater diversification of funding streams, program offerings and initiatives</p>	<p>\$ 0.00</p>	<p>4/3/17</p>	<p>12/22/17</p>				
<p>Propose Investment Policy for review and approval to Presidents Council</p>		<p>10/23/17</p>	<p>10/23/17</p>	<p>Bob Farmer</p>			
<p>LRPB Passes Investment Policy and presents to College Senate</p>		<p>11/17/17</p>	<p>11/17/17</p>	<p>LRPB</p>			
<p>College Senate approves Investment Policy</p>	<p>\$ 0.00</p>	<p>12/8/17</p>	<p>12/8/17</p>	<p>College Senate</p>			
<p>Board of Trustees approves Investment Policy</p>		<p>12/22/17</p>	<p>12/22/17</p>	<p>Board of Trustees</p>			
<p>New Academic Program: x</p>		<p>10/23/17</p>	<p>10/23/17</p>	<p>Joe Keegan, Sarah Maroun, Chris Tacea</p>			

New Academic Program: Y		10/23/17	10/23/17	Joe Keegan, Sarah Maroun, Chris Tacea	
New Academic Program: Z		10/23/17	10/23/17	Joe Keegan, Sarah Maroun, Chris Tacea	
Potsdam Initiative (Sign MOU)- (see Potsdam Project for details)		4/3/17	12/1/17	Steve Tyrell, Chris Tacea, Joe Keegan, Bob Farmer, Lisa Symonds, Stacie Hurwitch, Kim Irland	
2nd Chance Pell		10/23/17	10/23/17	Sarah Kilby, Joe Keegan	
College Bridge		10/23/17	10/23/17	Sarah Maroun, Joe Keegan	
Paul Smiths College (Sign MOU)		5/5/17	5/5/17	Chris Tacea	
4B: Finance Updated five year financial plan is presented to the College and the Board in spring 2017 and updated annually thereafter	\$ 0.00	12/1/17	3/30/18	Bob Farmer	
4C: Finance Annual budget enrollment target is set 3 months prior to the beginning of the Fall recruiting season for following year incoming class, and is updated quarterly target to maintain a balanced budget each year for the next four years	\$ 0.00	1/2/17	6/1/17	Bob Farmer, Chris Tacea	Budgeted enrollment target for 18-19 was set at 960 FTE's....Bob & Chris met in January '18 to set enrollment target.
4D1: Fund Balance Percentage of the fund balance identified as reserved first most to offset potential future shortfalls in operating budget revenues	\$ 0.00	12/1/17	4/30/18	Bob Farmer	
4D2: Fund Balance Percentage above 4,c.i., Invest as a means to generate revenue to augment annual operating budget revenues and an approved investment policy is created to support this effort	\$ 0.00	12/22/17	2/2/18	Bob Farmer	Percentage is not set but plans are underway to invest \$1.5 - \$2.0 million of NCCC fund balance through an investment group.
4D3: Fund Balance Percentage above 4,c,ii. Additional one-time expenditures tied to strategic initiatives, capital projects and/or equipment replacement.	\$ 0.00	12/1/17	4/30/18	Bob Farmer	
4E: Finance Annual capital projects plan for physical plant improvements is developed by Administration and is aligned to support strategic action items and critical maintenance needs.	\$ 300,000.00	12/1/17	12/29/17	Bob Farmer	

<p>4F: Finance Sponsoring counties or other authorized revenue source provide the match funding required to advance the 2010 master plan and those amendments recommended by the faculty and administration in fall 2015</p>	<p>\$ 0.00</p>	<p>12/7/17</p>	<p>5/25/18</p>	<p>Bob Farmer, Master Plan Working Group - SL</p>	<p>Committee was formed and process was discussed</p>
<p>Update Master Plan Saranac Lake First meeting</p>		<p>12/7/17</p>	<p>12/7/17</p>	<p>Bob Farmer, Master Plan Working Group - SL</p>	<p>Needs of each area was discussed</p>
<p>Monthly Mtg Saranac Lake</p>		<p>1/25/18</p>	<p>1/25/18</p>	<p>Bob Farmer, Master Plan Working Group - SL</p>	<p>Met with Committee and representatives from Franklin and Essex county to review instructional, student services, athletic, maintenance and administrative needs of the college.</p>
<p>Monthly Mtg Saranac Lake</p>		<p>2/13/18</p>	<p>2/13/18</p>	<p>Bob Farmer, Master Plan Working Group - SL</p>	
<p>Create Master Plan Ticonderoga Campus First meeting</p>		<p>12/7/17</p>	<p>5/25/18</p>	<p>Bob Farmer, Master Plan Working Group - Ti</p>	
<p>Create Master Plan Malone Campus First meeting</p>		<p>12/7/17</p>	<p>5/25/18</p>	<p>Bob Farmer, Master Plan Working Group - ML</p>	<p>Meeting with Bruce Kelly on 2/20/18 to discuss committee formation in Malone.</p>
<p>4G: Finance Student learning outcomes assessment, and institutional and program assessment activities continue to inform teaching, learning, budget and planning</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>11/10/17</p>		
<p>Propose budget increase FY18-19 Professional development (\$12,000 to \$20,000)</p>		<p>11/10/17</p>	<p>11/10/17</p>	<p>Joe Keegan, Sarah Maroun, Lisa Symonds</p>	
<p>Propose budget increase FY18-19 Stipends to support internal/external program review (\$5,000 to \$17,000)</p>		<p>11/10/17</p>	<p>11/10/17</p>	<p>Joe Keegan, Sarah Maroun, Bob Farmer, Lisa Symonds</p>	
<p>Propose budget increase FY18-19 Travel for assessment-related conferences (\$8,000 to \$10,00)</p>		<p>11/10/17</p>	<p>11/10/17</p>	<p>Joe Keegan, Sarah Maroun, Bob Farmer, Lisa Symonds</p>	
<p>5: Leveraging Institutional Strengths Toward Climate & Culture</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>12/14/18</p>		
<p>5A: Culture Document is created that delineates specific roles, jurisdictions, and responsibilities for governance bodies, administration, collective bargaining units (CBUs), etc. with annual review</p>	<p>\$ 0.00</p>	<p>11/10/17</p>	<p>12/14/18</p>	<p>Shared Governance Working Group</p>	<p>The SGWG has been meeting regularly to work on documentation. An organizational flow chart has been drafted, it is currently being updated by Stacie Hurwitch.</p>

5B: Culture Cross-functional flow chart and reporting document that formally reflects the co-responsibilities, reporting structure and information, hierarchy, and assessment of all stakeholders and circulated widely	\$ 0.00	11/10/17	12/14/18	Shared Governance Working Group	
5C: Culture College-wide assessment of shared governance is completed via a survey and the results of the survey assists in informing various governance stakeholders how to improve shared governance	\$ 0.00	11/10/17	4/30/18	Shared Governance Working Group	Plans are in-work to develop a comprehensive survey that will be shared with the College community in early April. Review of the results is slated for the summer.
5D: Climate College-wide assessment on institutional climate is completed every two years and that assesses the level of trust and open communication amongst all stakeholders	\$ 0.00	11/10/17	12/14/18	Shared Governance Working Group	
6: Enhancing Student Life	\$ 0.00	9/9/16	12/21/18		
6A: Student Life Complete an audit of all student life programs, policies, practices and services to determine how student engagement and community building efforts can be increased for students and other members of the College and local communities	\$ 0.00	1/16/17	12/21/18		
SWOT Analysis		1/16/17	5/18/17	Kim Irland, Angela Brice, Bruce Kelly	2/20: Completed with members of the Student Life team.
Outline Audit Documentation		1/16/18	12/21/18	Kim Irland	2/20: Table of contents and working draft docs have been created and are being added to monthly
Create Student Learning Outcomes		1/16/18	1/17/18	Kim Irland, Angela Brice, Bruce Kelly, Robbie Woodward	2/20: Created during Staff Assessment Retreat
Conduct interviews and document history of department		1/16/18	5/18/18	Kim Irland	
Review and update position descriptions for all members of the Student Life Team		5/21/18	8/17/18	Kim Irland, Tara Smith	2/20: Copies of all current position descriptions have been collated.
Review and reaffirm department mission, visions, and core values		1/16/18	5/18/18	Kim Irland, Angela Brice, Bruce Kelly, Robbie Woodward, Kathy Goodrow	
Link events calendar to core values and institutional goals		1/16/18	5/18/18	Kim Irland, Angela Brice, Bruce Kelly, Robbie Woodward	
Create and prioritize strategic objectives for future years		5/21/18	8/17/18	Kim Irland	

6B: Student Life Implement marketing strategy for programs and services to increase student engagement	\$ 0.00	9/9/16	8/17/18	Kim Irland, Angela Brice, Bruce Kelly, Kathy Goodrow	2/20: Name change was completed at the end of the Spring 2017 semester. 2/20: Installation completed in August of 2017
Rename the Office of Campus & Student Life to Student Life Office		5/31/17	5/31/18	Kim Irland, Angela Brice, Bruce Kelly, Kathy Goodrow	2/20: Name change was completed at the end of the Spring 2017 semester.
Update Office door signage to reflect new name and identify professionals		5/31/17	8/14/17	Kim Irland	2/20: Installation completed in August of 2017
Review and update webpages related to Student Life services and programs		9/9/16	8/17/18	Kim Irland, Kathy Goodrow, Angela Brice	
Presence software pilot		8/21/17	8/17/18	Kim Irland, Angela Brice	2/20: Pilot software began in Nov. 2017. There are challenges delaying full implementation.
Audit social media accounts		1/16/18	5/18/18	Angela Brice	
Create SGA Logo		5/1/17	5/1/17	Kim Irland	A version of the College's 50th logo was adapted for the SGA during the spring 2017 semester and has been implemented on all three campuses.
6C: Student Life College (and its two related entities, the Association and the Foundation) continue to enact physical plant improvements to promote student life and student engagement	\$ 0.00	5/1/17	5/18/18		
Audit department equipment, student spaces		1/16/18	5/18/18	Kim Irland, Bruce Kelly, Angela Brice	
Update student ID system and cards		1/16/18	5/18/18	Kim Irland, Scott Harwood	Quotes are being collected on upgraded software and hardware. Conversations are in progress with the Association to assume responsibility for issuing IDs and parking permits.
Update and expand Connector Dining Hall furniture		6/12/17	7/3/17	Kim Irland, Beth Quinn	New dining hall tables and café height chairs were purchased with capital funds.
Update and expand the Malone dining furniture		5/1/17	5/1/18	Bruce Kelly	New dining hall tables and chairs were purchased in spring 2017 with capital funds.
Expand the lounge furniture in Ticonderoga		8/4/17	8/18/17	Kim Irland, Selina LeMay-Klippel	Saranac Lake Game Lounge furniture was handed down to Ticonderoga Campus to replace lounge furniture.
Update and expand Malone mezzanine lounge furniture		11/10/17	11/10/17	Kim Irland, Bruce Kelly	
Update and replace Saranac Lake game lounge furniture		11/10/17	11/10/17	Kim Irland	
Student Life representation in Master Plan ad hoc update committee		11/10/17	11/10/17	Kim Irland	