

**BOARD OF TRUSTEES MEETING**  
**11:00 a.m., Friday, January 27, 2017**  
**Saranac Lake Campus**  
**AGENDA**

- I. Call to Order
- II. Executive Session
- III. Approval of December 16, 2016 Minutes
- IV. Student Government Leaders – Saranac Lake Campus
- V. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- VI. College Reports
  - A. Board Chair
  - B. Interim Vice President for Academic Affairs
    - 1. *Resolution 2016/17- 57 – Appointment of Nursing Instructor*
    - 2. *Resolution 2016/17- 58 – Appointment of Radiologic Technology Instructor*
    - 3. *Resolution 2016/17- 59 – Appointment of Human Services Instructor*
    - 4. *Resolution 2016/17 – 60 – Appointment of Business Instructor*
    - 5. *Resolution 2016/17 – 61 - Appointment of Science Instructor*
    - 6. *Resolution 2016/17 – 63 – Appointment of Humanities' Assistant Professor*
  - C. Dean of Admissions
    - 1. *Resolution 2016/17 – 62 - Extension on FAS Contract*
  - D. Interim Vice President for Administration & Fiscal Operations
    - 1. *Financial Statement Ending November 30, 2016*
    - 2. *Financial Statement Ending December 31, 2016*
  - E. College President
  - F. Representative Reports
    - 1. NCCC Association
    - 2. NCCC Foundation
- VII. Old Business – *Election of Board Chair for the Remainder of 2016-17 Year*
- VIII. New Business – Summary of College Community Comments Regarding Railroad Matter
- VII. Public Comment\*
- IX. 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  
December 16, 2016 – Saranac Lake Campus**

Board Members Present: Mary Kay Tulloch, Barbara Dwyer (non-voting), Tim Burpoe, Anne McDonald, Mark Moeller, Joe Costa, Mark Moeller, Dan Kelleher, and Jerry Griffin (excused at 1:19PM)  
Excused: Mary Irene Lee, Stephen Reed  
Others Present: Dr. Steve Tyrell, Joe Keegan, Bob Farmer, Chris Tacea, Diana Fortune (NCCC Foundation), Diana Friedlander (NCCC Association), Chuck Van Anden (College Senate)

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Chair, Barbara Dwyer, called the meeting to order at 11:09 a.m.

**Executive Session**

Mark Moeller made the motion to enter Executive Session at 11:11 a.m. in relation to ***collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.*** Tim Burpoe seconded the motion. The motion was passed unanimously. Steve Tyrell was invited in to join executive session at 11:38 a.m.

Tim Burpoe made a motion to close Executive Session and enter into Open Session at 12:05 p.m. Mark Moeller seconded the motion. The motion was passed unanimously.

**Approval of Minutes**

Anne McDonald made a motion to approve the November 22, 2016 minutes as submitted. Mark Moeller seconded the motion. The November 22, 2016 minutes were approved 6-0-1.

**College Senate**

Chuck Van Anden reported that Senate met on December 9<sup>th</sup> and discussed their role in regard to managing the Chancellor's Awards for Excellence. The Senate also discussed the Lowe's study, the Diversity and Inclusion Plan, the progress made on the strategic planning process, adjunct compensation, water quality monitoring for the three campuses, and the progress on extended hours for the Ti campus for Spring 2017 (and as well where we are heading with this action for the Malone campus and the Saranac Lake campus, as their schedules and needs may be different).

**Board Chair Report**

Barbara Dwyer reported that the Governor has begun filling vacancies and expired terms for board members of community colleges. Her term concluded in July 2015. The Governor has appointed Dan Kelleher. The Board welcomed Dan to the Board.

Tim Burpoe, as Vice Chair assumed the role of Acting Chair. Tim reported that the Board would look at possibly appointing co-chairs at the January 2017 Board meeting. Tim thanked Barbara for her leadership and years of service on the Board. Motion made by Mark Moeller to appoint Barb Dwyer the status of Board Emeritus. The motion was seconded by Anne McDonald. The motion passed 7-0-0. Emeritus title was provided to past Board members, most recently the late John Friedlander in 2012. Barbara Dwyer was asked by the Board to serve on the Audit Committee as the bylaws prohibit the chair from serving on the audit committee.

**Interim Vice President for Academic Affairs**

Joe Keegan reviewed his printed report and highlighted:

- The faculty have begun initial conversations related to the creation of an academic master plan.
- New programs are under review at State Ed (AS Business – Business Administration –On Line and AA Liberal Arts and Sciences – Humanities/Social Science – Psych Track)
- Faculty searches are coming to a close with Human Services and Business. Active searches underway include the CRJ Instructor, Nursing Instructor, Nursing Clinical Coordinator, Arts/Computer Graphics and Design.
- Grants – both P-Tech programs continue to move forward. The implementation of the Second Chance Pell program has been underway and we are hosting students at Adirondack, Bare Hill and Franklin Correctional facilities.

### **Dean of Admissions Report**

Chris Tacea, Dean of Admissions, reviewed his printed report and highlighted:

- Spring 2017 applications are up from Spring 2016 (309/258 or up 19.8%).
- Staff working on contacting Fall 2016 students who have not registered for Spring 2017.
- Interviewed one candidate for the Director of Financial Aid – search will continue.
- Two new student registrations conducted in the fall semester.
- Marketing for spring registration and 50<sup>th</sup> anniversary is out the door.

### **Vice President for Administration/CFO:**

- Due to the early date of the December Board meeting, the November Financials will be presented at the January meeting of the Board.
- The annual audit (2015-16) is going well. We hope to begin the annual audit preparation earlier in the fall semester in upcoming years. We will convene the Audit committee once the auditors have the report ready.
- We continue to work through the administrative paperwork required to refinance the bonds with the Association and Foundation.
- Currently assembling the proposed 2017-18 budget that the administration will share with Long Range Planning and Budget in the early part of the Spring semester.

### **President's Report:**

Dr. Tyrell shared his written report and discussed:

- *Strategic Planning* – College wide meeting on December 20<sup>th</sup> to review progress to date by working groups.
- *North Country - Community Colleges Councils Report* – Jefferson, Clinton and North Country Community Colleges submitted their report to SUNY which was forwarded to Lt. Governor Hochul. The report focused on work force development issues and opportunities in the region.
- *Middle States Reaffirms Accreditation* – MSCHE reaffirmed the College's accreditation in late November and as a follow-up to the institution's periodic review report submitted in June 2016. The College will provide a follow-up report to Middle States (due September 1) and the administration and the College Senate will begin our work on this report in the Spring semester. The process for assembling this report will be discussed with Senate at their January meeting.

Mary Kay Tulloch recommended Resolution 2016/17-56 that the North Country Community College Board of Trustees hereby approves the appointment of Stacie Hurwitch, to the full-time, 12 month, exempt management confidential appointment of Executive Assistant to the President, effective January 13, 2017, at an annual salary of \$60,000. Mark Moeller seconded the motion. The resolution was approved unanimously (7-0-0).

### **NCCC Association**

Diana Friedlander reported that occupancy in the residence halls was down a bit. Diana also shared with the Board she had resigned her position as director as of the end of December and that she

would be starting a new job in January. The status of the revised contract between the College and the Association – there are a few items all are still reviewing. The ad hoc committees may need to reconvene in the future. The Board wished Diana all the best in the future.

**NCCC Foundation:**

Diana Fortune reported:

- The Foundation has secured a \$25,000 pledge over five years for an endowed scholarship fund from SeaComm Federal Credit Union. The scholarship will be available to students in 2020 when fully underwritten. Our thanks to Steve Tyrell and Foundation President, John Dowd, for accepting the initial check and posing for the photo with SeaComm CEO Scott Wilson.
  
- December 8<sup>th</sup> was the “Joint Boards Educational Coffee Hour” on *Student Success* at the Malone Campus and it was very well received. We had 25 in attendance including two newly elected county legislators, Malone Mayor, 6 Malone Central School District representatives, 2 Alice Hyde Hospital representatives, the Franklin County Personnel Officer, and a variety of community leaders. Our thanks to Chris Tacea and Chuck Van Anden for doing an engaging presentation and to all board members who participated in making the event a success.
  
- The “end of year annual fund” appeal is ongoing. There is still time to meet our goal of 100% participation by both Boards. Founders Day invitations are at the printers and will be mailed the first week of January. The date of the event is February 17, 2017 from 9:30 – 11:00 in the Connector (commemorates the first Board of Trustee meeting in February 1967). All are welcome.

**Adjourn**

Mary Kay Tulloch made a motion to adjourn the meeting. Mark Moeller seconded the motion. The motion was approved unanimously. The Board meeting was adjourned at 1:28 p.m.

Respectfully submitted,

Steve Tyrell  
President

UNAPPROVED



**Academic Affairs**  
**Board of Trustees Report**  
**North Country Community College**  
**January 27<sup>th</sup>, 2017**

Greetings to you all,

Happy New Year! I hope your holiday was enjoyable. On behalf of the faculty and staff in Academic Affairs, please find the report from our area here:

★ **Facilities:**

- Rad Tech Lab is fully operational as is the new classroom in the library and will be in use this semester. Many thanks to our facilities colleagues for their efforts.
- Several instructional technology upgrades (IT) have occurred over break including new computers in our computer labs, new instructional computers in classrooms, new Smartboards and a consolidation of video-conferencing classrooms. Many thanks to Scott and crew.

★ **Academic Planning and Programs:**

- At the end of last semester, the faculty weighed in on two (2) items linked to academic planning, the *Lowes Feasibility Report* and the *Academic Master Planning* process. A quick summary of their positions on both are here:
  - *Lowes Feasibility Study:* While the faculty is supportive of diversification of academic programming at the College, they (the faculty) were not in support of this proposal and did not find it feasible at this time (77%). There was also a strong sense that moving into this before the development of academic master planning and a needs assessment of our communities was getting ahead of ourselves. What is more, a review of SUNY schools in the North Country, Capital District and Mohawk Valley where programs such as these already exist (i.e. SUNY Canton, FMCC, HVCC, MVCC) illustrated relatively flat or declining enrollments overall, raising concerns about the feasibility of this initiative.
  - *Academic Master Planning:* The faculty identified a number of priorities, many focused on improving our current operations, and then weighed in on those that were most important. Here is a list, rank-ordered by importance with 1=most important:

Rank	Faculty Priorities
1	Increase adjunct pay
2	Inventory our current technology and plan accordingly
3	Upgrade classroom furniture
4	Increase investment in professional development opportunities
5	Investing in the Bridge program and strengthening our partnerships with high schools
6	Improve access to libraries and the college after hours.
7	Invest in career services
8	Revitalize campus-based advisory boards to provide input to academic affairs as to where academic programming can best serve workforce needs.
9	Strengthen existing assessment practices including the assessment of Institutional Learning Outcomes and tie them to the larger strategic plan.



**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim Vice President for Academic Affairs recommends the initial term appointment of Mary Jo Carter-Codling, to the full-time, nine-month, 164-day, exempt appointment as Nursing Instructor for a one year term effective with the Spring 2017 Semester, at a base salary of \$44,275 and at Rank A5, Step 9A.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves initial term appointment of Mary Jo Carter-Codling, to the full-time, nine-month, 164-day, exempt appointment as Nursing Instructor for a one year term effective with the Spring 2017 Semester, at a base salary of \$44,275 and at Rank A5, Step 9A.

This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the nine-month term and will not be renewed.

2016/17 - 57

MOTION:

ACTION:

Yeas: Nays:

Abstentions:

DATE:

# NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

December 22, 2016

SARANAC LAKE . MALONE . TICONDEROGA

Mary Jo Carter-Codling  
113 McQueen Rd  
Fort Covington, NY 12937

Dear Mary Jo:

Pending approval by the Board of Trustees at the January 2017 meeting, I am pleased to offer you an initial term, full-time, nine-month (164 days), exempt appointment as a Nursing Instructor commencing with the Spring 2017 Semester.

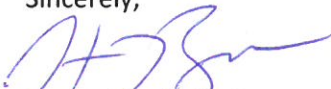
As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this confirmation, your pay grade for this appointment as a 164 day employee is Rank A5 Step 9A on Schedule C of the CBA, which is an annualized base salary of \$44,275. This amount will be pro-rated to take into consideration the length of the appointment. Your 164-day per diem rate is \$269.97 and the pro-rated amount equates to \$22,137.50.

As part of this agreement, you will be required to earn your Master's Degree within 5 years of the start of your appointment. Failure to do so could result in re-evaluation of your continuing appointment.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus assignment will be Malone. Your Department Chair is Chuck Van Anden, Nursing Program Director. Your area supervisor is Joe Keegan, interim Vice President for Academic Affairs.


To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than January 6, 2017.

Sincerely,



Steven Tyrell, Ph.D.  
President

Cc: Personnel File

  
\_\_\_\_\_  
Employee Signature

12/28/16  
\_\_\_\_\_  
Date



Curriculum Vitae  
Mary Jo Carter-Codling, RN, QIDP  
114 McQueen Road  
Fort Covington, New York, 12937  
Telephone: 518-353-0164  
Email: maryjocarter@citizenadvocates.net

### GENERAL BACKGROUND

Thirty years management experience providing services to the developmentally disabled as an Intermediate Care Facility Program Manager for Citizens Advocates. In September of 1994, assumed responsibility for a second facility. Resigned in 2010 to accept instructor position at North Country Community College. Returned to Citizen Advocates in May of 2012.

In June of 2016 to present, accepted position as a Nurse Consultant with North East Parent Child.

In September of 2015 to present, accepted position with North Country Community College as an adjunct clinical instructor.

In May of 2012 to present, resigned position at North Country Community College and returned to Citizen Advocates. Assumed previous position of manager for two Intermediate Care Facilities, one of which was converted into a home for medically frail individuals.

In January of 2006 to May 2012, accepted position with Citizens Advocates as a Registered Nurse for their Elm Street Residence.

In September of 2006 to present, accepted adjunct instructor position with North Country Community College. In September 2010, accepted Full time temporary position as instructor.

### EDUCATION

2008-

Present

Excelsior College, 7 Columbia Circle, Albany, New York 12203  
Accomplished 22 credits towards Masters in Nursing Education. GPA 3.91  
Withdrew from program in May of 2012.

2004- 2005

North Country Community College, Malone, New York 12953  
Associate Applied Science Nursing Degree. GPA 3.89

Recipient of:

- Joanne F. Donohue Memorial Award
- Northeastern New York Organization of Nurse Executives Award

2003- 2004

North Country Community College, Malone, New York 12953  
Certified Practical Nursing. GPA 3.92

Recipient of:

- Main Street Medical Group Outstanding Practical Nursing Student Award
- June A. Clermont Memorial Award
- Shafeka K. Durham Memorial Scholarship Award

## SPECIFIC NURSING EXPERIENCE

### **Residence Nurse**

Responsible for overseeing medical services provided to 12 developmentally disabled adults. These include annual physicals, bloodwork, eye exams, dental, and specialty services such as colonoscopies and mammograms.

Assist residents with their daily lives. Provide information about health and hygiene. Instruct residents about nutrition, hygiene, their medications, and about their health problems.

Perform nursing duties as needed.

Supervise a staff of 8. Responsible for teaching and evaluating medication administration skills and recertifying staff to pour medications annually.

Develop nursing service care plan for each resident.

Prepared Semi annual Pharmacy Reviews.

Accept on-call hours on weekends for agency. 60 + residents.

Develop and deliver agency wide in-service training for HIV, Bloodborne Pathogens, Hepatitis, Tuberculosis, and Communicable Disease. Presented to staff of 80 +

### **Nurse Consultant for Northeast Parent Child**

Communicate and collaborate with the Health Care Integrator for youth assigned to provide medical oversight of service delivery.

Oversee enrollment process of Medically Fragile youth that are referred to the Bridges to Health Program.

Conduct initial assessment and complete enrollment forms. Attend team meetings as needed.

Conduct routine visits of children in their foster homes. Complete progress notes.

Provide education and support to foster families to better equip them with skills and knowledge necessary to keep the youth healthy.

## SPECIFIC ACADEMIC EXPERIENCE

### **Academic Advisor**

Develop and guide classroom educational activities to assist the student with learning material.

Utilize web based and online resources to assist students with learning material.

Support and encourage students throughout semester.

Advise and assist students with fund raising events to raise proceeds towards pinning ceremony.

Act as Nursing club advisor for pinning ceremony.

Utilize audio and visual conference equipment to teach at distant campus.

Utilize CAMS to post classroom documentation and post grades.

Promote hiring of NCCC nursing graduates within local community health care organizations.

#### **Faculty Member**

Contribute and participate in campus activities.

Serve of College committees and governance.

Develop and maintain professional growth plan.

Participate in fund raising opportunities for campus activities.

#### **College Faculty Committees**

Served on College Senate member 2010, 2011

Served on HIPAA committee 2010

Served on Sunshine committee 2010, 2011

#### **College Faculty Extracurricular Activities**

Set up fundraising opportunity for nursing club 2010, 2011

Participated in college fundraising activities 2007-2011

#### **LICENSE**

New York State Office of the Professions

Registered Professional Nurse # 565839-1

#### **PROFESSIONAL ASSOCIATIONS**

NYS MR/DD Nurses Association member

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim Vice President for Academic Affairs recommends the initial term appointment of Scott Stringer, to the full-time, nine-month, 164-day, exempt appointment as Instructor for the Radiologic Technology Department for a one year term effective with the Spring 2017 Semester, at a base salary of \$40,375 and at Rank A5, Step 7A.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves initial term appointment of Scott Stringer, to the full-time, nine-month, 164-day, exempt appointment as Instructor for the Radiologic Technology Department for a one year term effective with the Spring 2017 Semester, at a base salary of \$40,375 and at Rank A5, Step 7A.

This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the nine-month term and will not be renewed.

2016/17 - 58

MOTION:

ACTION:

Yeas: Nays:

Abstentions:

DATE:

# NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

January 17, 2017

SARANAC LAKE . MALONE . TICONDEROGA

Scott Stringer  
502 Forest Hill Ave, Apt 4  
Saranac Lake, NY 12983

Dear Scott:

Pending approval by the Board of Trustees at the January 2017 meeting, I am pleased to offer you an initial term, full-time, nine-month (164 days), exempt appointment as an Instructor of Radiologic Technology commencing with the Spring 2017 Semester.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this confirmation, your pay grade for this appointment as a 164 day employee is Rank A5 Step 7A on Schedule C of the CBA, which is an annualized base salary of \$40,375. This amount will be pro-rated to take into consideration the length of the appointment. Your 164-day per diem rate is \$246.19 and the pro-rated amount equates to \$20,187.50.


In addition to the increase in salary you are receiving with this appointment, you will receive any negotiated raises with NCCCAP for the 16/17 academic year, including any retroactive raises as applicable.

As part of this agreement, you will be required to earn your Master's Degree within 5 years of the start of your appointment. Failure to do so could result in re-evaluation of your continuing appointment.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus assignment will be Saranac Lake. Becky LaDue is the Interim Director of the Radiology Department. Your area supervisor is Joe Keegan, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than January 20, 2017.

Sincerely,



Steven Tyrell, Ph.D.  
President

Cc: Personnel File

\_\_\_\_\_  
Employee Signature

1/17/17  
\_\_\_\_\_  
Date

# Scott T. Stringer

502 Forest Hill Ave Apt 4  
Saranac Lake, NY 12983

(518) 637 - 4233  
Sstringer@gmail.com

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## Education:

*Excelsior College* – Albany, NY (Exp. graduation date May 2018)  
Masters of Science: Health Sciences - Health Profession Education

*Excelsior College* – Albany, NY (Sep. 2013 – May 2014)  
Bachelor of Science: Liberal Arts with emphasis in biology, June 2014

*North Country Community College* – Saranac Lake, NY (Sep. 2007 – Jun. 2010)  
Associate in Applied Sciences: Radiologic Technology, June 2010

*University of Minnesota – Twin Cities* – Minneapolis, MN (Sep. 1999 – May 2003)  
College of Biological Sciences Ecology, Evolution, and Behavior degree program

## Certification/Licensure:

ARRT Certification, November 2017  
NYSDOH License, November 2017

## Honors & Awards:

Recipient, Edward Mallinckrodt Award of Excellence, 2010  
Member, Dean's List 2007-2010  
Member, Lambda Nu Honor Society  
Member, Phi Theta Kappa Honor Society

## Employment History:

- |                                       |                                                                                                                                                                                                                                                                                                                                                            |                         |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Jan. 2013 – Present</b>            | <b>North Country Community College</b>                                                                                                                                                                                                                                                                                                                     | <b>Saranac Lake, NY</b> |
| ➤ <u>Technical Specialist/Faculty</u> |                                                                                                                                                                                                                                                                                                                                                            |                         |
|                                       | <ul style="list-style-type: none"><li>• Teach various classes in Radiologic Technology Program</li><li>• Provide academic advisement for students</li><li>• Evaluate and develop course objectives and lesson plans</li></ul>                                                                                                                              |                         |
| <b>Jan. 2011 – Aug. 2013</b>          | <b>Samaritan Medical Center</b>                                                                                                                                                                                                                                                                                                                            | <b>Watertown, NY</b>    |
| ➤ <u>Radiologic Technologist</u>      |                                                                                                                                                                                                                                                                                                                                                            |                         |
|                                       | <ul style="list-style-type: none"><li>• Reviewed patient orders and performed patient registration</li><li>• Performed phlebotomy and various radiographic diagnostic exams</li><li>• Completed routine quality control on CR equipment</li><li>• Oversaw daily functioning of clinical site</li><li>• Routinely utilized PACS, RIS, and Synapse</li></ul> |                         |

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim Vice President for Academic Affairs recommends the initial term appointment of Kathleen Dowd-Maloney, to the full-time, nine-month, 164-day, exempt appointment as Human Services Instructor for a one year term effective with the Spring 2017 Semester, at a base salary of \$44,275 and at Rank A5, Step 9A.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves initial term appointment of Kathleen Dowd-Maloney, to the full-time, nine-month, 164-day, exempt appointment as Human Services Instructor for a one year term effective with the Spring 2017 Semester, at a base salary of \$44,275 and at Rank A5, Step 9A.

This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the nine-month term and will not be renewed.

2016/17 - 59  
MOTION:  
ACTION:  
Yeas: Nays:  
Abstentions:  
DATE:

# NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

December 22, 2016

SARANAC LAKE . MALONE . TICONDEROGA

Kathleen Dowd-Maloney  
699 Ryan Road  
Churubusco, NY 12923

Dear Kathleen:

Pending approval by the Board of Trustees at the January 2017 meeting, I am pleased to offer you an initial term, full-time, nine-month (164 days), exempt appointment as a Human Services Instructor commencing with the Spring 2017 Semester.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this confirmation, your pay grade for this appointment as a 164 day employee is Rank A5 Step 9A on Schedule C of the CBA, which is an annualized base salary of \$44,275. This amount will be pro-rated to take into consideration the length of the appointment. Your 164-day per diem rate is \$269.97 and the pro-rated amount equates to \$22,137.50.

In addition to the increase in salary you are receiving with this appointment, you will receive any negotiated raises with NCCCAP for the 16/17 academic year, including any retroactive raises as applicable.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus assignment will be Malone. Your department chair and area supervisor is Joe Keegan, interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than January 6, 2017.

Sincerely,



Steven Tyrell, Ph.D.  
President

Cc: Personnel File



Employee Signature

Date

Office of Human Resources . 23 Santanoni Avenue . PO Box 89 . Saranac Lake . NY . 12983  
www.nccc.edu . 518-891-2915 x1209

RECEIVED

JAN 06 2017

ACADEMIC AFFAIRS



**Kathleen Dowd-Maloney**

699 Ryan Road, Churubusco New York 12923 (518) 651-6960 [kdowd@nccc.edu](mailto:kdowd@nccc.edu)

- Licensure**      **Licensed Master of Social Work**      December 2011      State of New York
- Education**      **SUNY Albany**      Albany, New York  
Masters of Science in Social Work      May 2011  
**SUNY Plattsburgh**      Plattsburgh, New York  
Bachelors of Science in Social Work      May 2010  
**North Country Community College**      Malone, New York  
Associates in Chemical Dependency Counseling (A.A.S)      May 2008
- Work Experience**      **North Country Community College**      Malone, New York  
Human Services and Social Sciences Instructor      August 2011- Present
- Classes taught include Introduction to Human Services, Human Services Delivery, Group Counseling, Introduction to Psychology, Psychology of Personal Growth, Psychology of Human Relations, Developmental Psychology, Personality (PSY 265), Sociology of Addiction, Introduction to Social Welfare, Introduction to Children and Family Services
  - Student advisement: registering for courses, transferring to social work programs and/or finding valuable employment in the human services field
  - Served on College Senate, Curriculum Committee, Enrollment Committee, Scholarship Committee and Behavior Intervention Committee
  - Faculty Advisor for the Alternative Lifestyle Leadership Club (assisted with events such as "Flash Mob 2015," a "coming out" panel, tattoo and piercing expedition and transgender education)
  - Department member: assisting with assessment, reported information for High Needs Grant and Application process for SBIRT grant
  - LAC Tutor: Social Sciences/Human Services
- North Star Behavioral Health Services**      Malone, New York  
Franklin County Crisis Clinician      January 2016-Present; 2010-2014
- Respond to 24 hour crisis calls in Franklin county
  - Conduct mental health risk assessments on individuals at the Alice Hyde Medical Center and Franklin County Jail to determine safety risk
  - Coordinate transfers to 9.39 facility if necessary and/or refer to treatment
- North Star Behavioral Health Services**      Malone, New York  
Social Worker/ Crisis Clinician/Outreach Coordinator      May 2010-January 2014
- Completed mental health and substance abuse assessments, conducted individual and group sessions & completed documentation
  - Specialized in Sexual Offender Risk Assessments, individual treatment, and conducted a sex offender treatment group located at Franklin County Jail
  - Oversaw the OMH PSYCKES project, acted as team leader
  - Acted on crises calls and walk in visits in the clinic, local hospital and jail
  - Implemented and coordinated the Early Recognition program in Franklin County to reduce mental health stigma and have children screened early for emotional and behavioral health problems
  - Served as "co-chair" of the Franklin County Suicide Prevention Coalition
  - Supervised Mental Health Interns and volunteers
- Other Activities:**
- Board Member of Franklin County Youth Bureau 2012-Present
  - Planned 2013 Recovery Walk in Malone
  - Coordinated Application Process for 2015 Franklin County Holiday Helper Program (Over 900 applications for children were submitted and processed)

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim Vice President for Academic Affairs recommends the initial term appointment of Kimberly Duffey, to the full-time, nine-month, 164-day, exempt appointment as Business Instructor for a one year term effective with the Spring 2017 Semester, at a base salary of \$45,250 and at Rank A5, Step 10.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves initial term appointment of Kimberly Duffey, to the full-time, nine-month, 164-day, exempt appointment as Business Instructor for a one year term effective with the Spring 2017 Semester, at a base salary of \$45,250 and at Rank A5, Step 10.

This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the nine-month term and will not be renewed.

2016/17 - 60  
MOTION:  
ACTION:  
Yeas: Nays:  
Abstentions:  
DATE:

# NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

December 22, 2016

SARANAC LAKE . MALONE . TICONDEROGA

Kimberly Duffey  
PO Box 361  
Chateaugay, NY 12920

Dear Kimberly:

Pending approval by the Board of Trustees at the January 2017 meeting, I am pleased to offer you an initial term, full-time, nine-month (164 days), exempt appointment as a Business Instructor commencing with the Spring 2017 Semester.

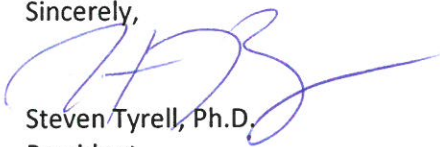
As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this confirmation, your pay grade for this appointment as a 164 day employee is Rank A5 Step 10 on Schedule C of the CBA, which is an annualized base salary of \$45,250. This amount will be pro-rated to take into consideration the length of the appointment. Your 164-day per diem rate is \$275.91 and the pro-rated amount equates to \$22,625.00.

In addition to the increase in salary you are receiving with this appointment, you will receive any negotiated raises with NCCCAP for the 16/17 academic year, including any retroactive raises as applicable.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus assignment will be Malone. Your department chair is Lynn Kemp and your area supervisor is Joe Keegan, interim Vice President for Academic Affairs.

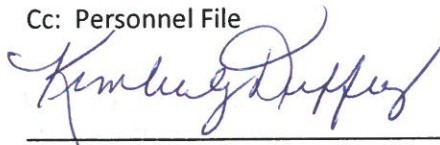
To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than January 6, 2017.

Sincerely,



Steven Tyrell, Ph.D.  
President

Cc: Personnel File



Employee Signature

12-27-2016

Date

PO Box 361  
105 W. Main St.  
Chateaugay, NY 12920

Phone: 518-497-0096 (home)  
561-758-7650 (cell)  
email: kimduffy@gmail.com

## Kimberly Duffey

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### Work Experience

**January, 2012 to Present**

**Instructor: North Country Community College - Malone and Saranac Lake, NY**

List of courses that I have taught at the College is attached

**June 2010 to present: Reader and Scorer College Board/Educational Testing Service**

- A.P. Government & Politics exam, Daytona Beach, FL and Salt Lake City, UT
- Employer: College Board, Princeton New Jersey

**February 2006 to June 2011**

**Social Studies Teacher Suncoast Community High School Riviera Beach, Florida**

- Instructor of Advanced Placement American Government and Politics
- Instructor of Advanced Placement Human Geography
- Instructor of Voluntary Public Service Course
- Instructor of World History - Pre International Baccalaureate and Honors classes
- Received consistent superior evaluations on summative and annual reviews
- Reading and FCAT Tutor for "at risk" students— additional instructional services performed were a compensated duty performed at request of Administration – December 2008 to June 2011 (subsequent to obtaining State of Florida Reading Endorsement to professional certificate)

**February 2004 to February 2006**

**Financial Analyst State of Florida Department of Financial Services**

- Division of Workers' Compensation, Bureau of Compliance as an Examiner Financial Analyst II. Duties included data examination and input of confidential information processing through State Database.

**December, 2001 to March, 2003**

**Executive Assistant to the Mayor City of West Palm Beach, Florida**

- Duties included representing the Mayor at varied official functions and community events. Interacted and problem-solved with City administration and staff on a daily basis, supervised staff performance and reviewed budgetary elements of city programs and functions
- Interfaced with media, coordinated news events, news releases and protocol for official mayoral engagements and events

**May, 2000 to December, 2001**

**Parks Public Information Officer City of West Palm Beach, Florida**

- Duties included media relations and publications, coordinating events and grand openings for new and renovated parks (41 total) throughout the city. Interfaced with media, coordinated news events, news releases and protocol for implementation of \$20 million parks bond budgetary improvements
- Representing the Mayor and Commissioners at varied official parks functions and community events. Interacted and problem-solved with City administration and staff on a daily basis, supervised staff performance and reviewed budgetary elements of city programs and functions

**Continuous  
Improvement  
and Trainings**

**June, 2013** **Federal Reserve, New York, NY**  
Participated in a one day seminar by invitation of the Federal Reserve, NY, NY, on the workings of the Fed and related topics for instructors of economics and government.

**April, 2011** **National Humanities Center, North Carolina**  
"Crash of 1929: An American Experience Seminar": completed online interactive seminar and instructional training in use of original documents. Certificate: April 11, 2011 (1.5 hrs)

**April, 2011** **Hillsdale College, Michigan**  
"Free Markets and the Constitution"- seminar (by invitation- all expenses paid) on history of free markets and constitutional issues related to the economic underpinnings of federal system

**March, 2010** **College Board Advanced Placement Training**  
A.P. Government and Politics: Completed seminar and training U.S. Monetary and Fiscal Policy and the 2009 Economic Recession. Certificate of Completion: March 23, 2010

**June, 2009** **College Board Advanced Placement Training**  
A.P. Human Geography training in content enhancement with emphasis on differentiated instruction. Instructor: Susan Hollier, College Board

**August, 2008** **State of Florida/ School District of Palm Beach County**

- State of Florida Reading Endorsement Certification
- September, 2007 to August, 2008 – completed 200 hours of coursework in six competencies of reading instruction
- Graded portfolio and final evaluation – superior rating

**April - June, 2008** **State of Florida/ School District of Palm Beach County**

- ESOL/LEP training for content area teachers – completion of 30 hours of course work through Palm Beach County School District training
- Graded project and lesson plan – superior rating.

**June, 2006** **Florida League of IB Schools / IBNA / IBO**

- Level II Training Workshop (4 days) – History of the Americas; St. Petersburg, FL – 30 hours of training in teaching of International Baccalaureate "History of the Americas."

**April, 2006** **School Board of Palm Beach County**

- "Survival Training" – Classroom Management - 8 hours in service

**February, 2006** **Suncoast High School/School District of Palm Beach County**

- CRISS Training – Teaching Strategies - 16 hours in service with two assessment pieces submitted

**College  
Committees  
and  
Advisement**

**North Country Community College**

- Spring 2015 – Curriculum Committee (Business Department) and Secretary to Committee.
- January, 2012 to present – Member of Academic Policy and Standards Committee
- ADVISEMENT: As Malone based NCCC instructor, I have responsibility for Business Department students – between 40 and 60 of them – per semester. Duties included academic scheduling/add/drop and road map to success as well as personal counseling and communication pertaining to deadlines, course maps and degree requirements.

- Present**                      **State University of New York**                      **Plattsburgh NY**
- **Master of Science in Special Education** - I am not enrolled in coursework for Fall 2016
- Education**
- March, 2006 to December, 2006**    **Palm Beach State College**                      **Lake Worth, FL**
- **Institute for Teacher Training: Completed required credit hours and field experiences with "Presidential Distinction."** Satisfied all State of Florida teacher education requirements.
- 1976–1979**                      **Nova University Law Center**                      **Fort Lauderdale, FL**
- **Juris Doctorate degree conferred May, 1979**
- 1972–1976**                      **Fairfield University**                      **Fairfield, CT**
- **Bachelor of Arts with honors - History (Minor studies – Foreign Languages) – May, 1976**
- Certifications**
- **NATIONAL BOARD CERTIFICATION (NBPTS) Social Studies/Adolescents and Young Adults. Certificate #02690225 conferred 12/2010**
  - **STATE OF FLORIDA Department of Education: Educator's Certificate #1003754 effective July 1, 2016 through June 20, 2022**
- Honors and Awards**
- **Fort Ticonderoga Institute on the French and Indian (Seven Years) War – scholarship recipient for three day institute at the Fort – selected by competitive application- May 2012**
  - **Macy's/Florida DOE Teacher of the Year – Suncoast High School Nominee and County finalist - 2009-10**
  - **Palm Beach County Social Studies Teacher of the Year – Suncoast High School nominee 2008-09**
  - **My Teacher/ My Hero Award: May 12, 2007. Based upon student essays submitted and reviewed by a peer and student panel. Competition is among teachers throughout Palm Beach County. This award was conferred in the category of "Empathy: Dealing with student emotions."**
  - **"Make A Difference" Teacher of Excellence: May 10, 2007. Nomination for this award was made by the Suncoast High School administration. This award is given by the Palm Beach Post Newspapers in Education in cooperation with Wachovia Bank, WPBT, Miami and the Mary and Robert Pew Public Education Fund. Fourteen winners within Palm Beach County are selected annually.**
- Community Involvement**
- **Vice President – Chateaugay Revitalization Committee 2016 to present – Member of Committee since June, 2014; Non-profit local organization that works to improve community of Chateaugay and Burke – monthly newsletters (free) and varied community events at the Town Hall and Rec Park.**
  - **American Legion Auxiliary, Unit 875, Chateaugay - Member of Unit 875 since January 2016. Legion Auxiliary participates in varied community events and scholarship program for local high school students**
  - **Nomination Review Committee for Elise Stefanik, Member of Congress, NY 21 – At Rep. Stefanik's request, I serve as a member of the confidential Committee that reviews and interviews students/individuals seeking Congressional Nomination to U.S. Military Academies (West Point, Navy, Air Force). Nomination is required prior to academic acceptance by these academies. I have served on this committee since 2015.**

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim Vice President for Academic Affairs recommends the temporary appointment of Susan Steen, to the temporary, full-time, exempt appointment as Science Instructor for the Spring 2017 semester at a salary of \$18,725, a pro-rated amount under Rank A5, Step 6,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Susan Steen, to the temporary, full-time, exempt appointment as Science Instructor for the Spring 2017 semester at a salary of \$18,725, a pro-rated amount under Rank A5, Step 6

This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the Spring 2017 semester and will not be renewed.

2016/17 - 61

MOTION:

ACTION:

Yeas: Nays:

Abstentions:

DATE:

# NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

SARANAC LAKE . MALONE . TICONDEROGA

January 9, 2017

Susan Steen  
PO Box 4  
Saranac Lake, NY 12983

Dear Susan,

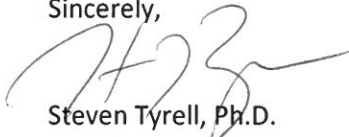
Pending North Country Community College Board of Trustees approval at the January 27, 2017 meeting, I am pleased to offer you a temporary, full-time, exempt appointment as Science Instructor for the 2017 Spring Term.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this confirmation, your pay grade for this appointment as a 164 day employee is Rank A5 Step 6 on Schedule C of the CBA, which is an annualized base salary of \$37,450. This amount will be pro-rated to take into consideration the length of the appointment. Your 164-day per diem rate is \$228.35 and there are 82 days in the 2017 Spring Term. The pro-rated amount equates to \$18,725.

While you may be assigned duties at a variety of locations, your base campus assignment will be Saranac Lake. Judith Steinberg is the Department Chair and your area supervisor is Joe Keegan, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than January 17, 2017.

Sincerely,



Steven Tyrell, Ph.D.  
President

Cc: Personnel File



Employee Signature

1/12/2017  
Date



25 September 2006

SUSAN L. STEEN, PhD  
P.O. Box 337  
Brushton, New York 12916 USA  
(518) 891-8077 or 483-0702 (messages)  
[susanlsteen@yahoo.com](mailto:susanlsteen@yahoo.com) (Best way to reach me)

### EDUCATION

2003	<b>PhD</b> University of Alberta, Edmonton Supervisor: Dr. Owen Beattie Dissertation: <i>The Interpretation of Musculoskeletal Stress Marker Data from Four Alaskan Eskimo Populations</i>	Anthropology
1996	<b>Master of Arts</b> University of Alaska Fairbanks	Anthropology
1994	<b>Bachelor of Arts</b> with Leadership Honors University of Alaska Anchorage	Anthropology
1981	<b>Bachelor of Science</b> Virginia Polytechnic Institute & State University	Education
1979	<b>Associates of Applied Science</b> State University of New York, Canton	Agronomy

### TEACHING EXPERIENCE

**North Country Community College, Saranac Lake, NY. Adjunct Instructor, Biology Dept.**  
Spring 2007 BIOL 100 Human Biology: Lecture and Lab (2 sections each)

**Idaho State University, Pocatello. Assistant Lecturer, Department of Biological Sciences**  
Fall 2004 to BIOL 100 Concepts in Biology: Human Concerns (3 sections)  
Spring 2006 BIOL 100L Concepts in Biology: Human Concerns Laboratory (7 sections)  
BIOL 101 Biology I (2 sections)  
BIOL 101L Biology I Laboratory (13 sections)

**Idaho State University, Pocatello. Visiting Assistant Professor, Department of Anthropology**  
Fall 2003 to ANTH 100 General Anthropology (1 section)  
Summer 2004 ANTH 230 Introduction to Biological Anthropology (1 section)  
ANTH 238 Introduction to American Indians (1 section\*)  
ANTH 238 Peoples of Canada (1 section)  
ANTH 238 Peoples of the Arctic (1 section\*)  
ANTH 401 History and Theory of Anthropology (1 section)  
ANTH 430/530 Human Origins and Diversity (1 section)  
ANTH 431/531 Nutritional Anthropology (1 section)  
ANTH 432/532 Human Osteology (1 section)  
ANTH 492/592 Captive Primate Studies Research (1 section)  
ANTH 641 Special Projects: Osteology Collections Management (1 section)  
ANTH 641 Special Projects: Forensic Anthropology Case Study (1 section)  
ANTH 641 Special Projects: Method and Theory Research Writing (1 section)

\* Supervision of Teaching Assistants

**Grant MacEwan College, Edmonton, Alberta. Sessional Instructor, Arts & Science Division**

Fall 2001 ANTH 101 Introduction to Anthropology (3 sections)  
 to ANTH 110 Gender, Age, and Culture (3 sections)  
 Summer 2003 ANTH 150 Race and Racism in the Modern World (3 sections)

**University of Alberta, Edmonton. Sessional Instructor, Department of Anthropology**

Spring 1998 ANTHR 101 Introduction to Anthropology (2 sections)  
 to ANTHR 110 Gender, Age, and Culture (1 section)  
 Summer 2003 ANTHR 150 Race and Racism in the Modern World (1 section)  
 ANTHR 209 Introduction to Physical Anthropology (4 sections\*)  
 ANTHR 390 Human Osteology (1 section\*)  
 ANTHR 393 Health and Healing (1 section)  
 ANTHR 498 History of Physical Anthropology (2 sections)  
 ANTHR 571 Osteology: Individual/Reading Course Masters Level (1 section)

\* Supervision of Teaching Assistants

**TEACHING EXPERIENCE: TEACHING ASSISTANT****University of Alberta, Department of Anthropology**

Fall 1996 ANTHR 101 Introduction to Anthropology (1 section)  
 to ANTHR 209 Introduction to Physical Anthropology (1 section)  
 Fall 1998 ANTHR 390 Osteology Lab (2 sections)  
 ANTHR 393 Health and Healing (1 section)

**University of Alaska Fairbanks, Department of Anthropology**

Fall 1994 ANTH 100X Individual, Society and Culture (2 sections)  
 to ANTH 103 Human Evolution and World Prehistory (Lab Instructor, 1 section)  
 Spring 1996 ANTH 415 Zooarchaeology, Lab Instructor (1 section)

**University of Alaska Anchorage, Department of Anthropology**

Fall 1992  
 to ANTH 250 Rise of Civilization (4 sections)  
 Spring 1994

**AWARDS AND HONORS**

2004 *Who's Who in Social Sciences Higher Education*; Idaho State University, Pocatello  
 1998 Graduate Student Teaching Award; Faculty of Arts & University Teaching Services,  
 University of Alberta  
 1994 *Who's Who among American College and University Students*; University of Alaska  
 Anchorage  
 Phi Kappa Phi, National Honor Society; University of Alaska Anchorage  
 Golden Key, National Honor Society; University of Alaska Anchorage  
 1993 Outstanding Employee of the Year Award; University of Alaska Anchorage  
 1991 Outstanding Employee of the Month Award; University of Alaska Anchorage  
 1989 Outstanding Employee of the Month Award; University of Alaska Anchorage  
 1979 *Who's Who Among American Junior College Students*; State University of New York,  
 Canton

**GRANTS AND SCHOLARSHIPS**

2003	Mary Louise Imrie Graduate Student Award	\$800 (CA)
1999	Alaska Anthropological Association, Graduate Scholarship	\$750 (US)
1998	Circumpolar/Boreal Alberta Research Grant	
	Canadian Circumpolar Institute, Edmonton	\$3,000 (CA)
	Department of Anthropology Graduate Research Grant, U of Alberta	\$800 (CA)
	Research Collections Grant, American Museum of Natural History, NY	\$800 (US)
1996	PhD Recruitment & Walter H. Johns Grad. Scholarship, U of Alberta	\$45,140 (CA)
1996	Graduate School Travel Grant, University of Alaska Fairbanks	\$500 (US)
1995	Ruth Croxton Memorial Scholarship, University of Alaska Fairbanks	\$2,500 (US)
1994	Department of Anthropology MA Scholarship, U of Alaska Fairbanks	\$22,000 (US)
	Union of Students Scholarship, University of Alaska Anchorage	\$800 (US)
	Anthropology Club Research & Travel Grants, U of Alaska Anchorage	\$200 (US)
1993	History of Medicine Award, Hannah Foundation, Toronto, Ontario	\$100 (CA)
	Undergraduate Scholarship, Alaska Anthropological Assn., Anchorage	\$750 (US)
	Dept. of Anthropology Undergraduate Tuition Waiver, U of AK Anchorage	\$1,600 (US)
1978	National Undergraduate Higher Education Award, Sons of Norway, NY	\$2,000 (US)
	Undergraduate Higher Education Scholarship, NY State Lime Assn	\$2,000 (US)
1977	Rust Memorial Scholarship, Rust Family, Malone, NY	\$1,500 (US)

**RESEARCH AND COLLECTIONS EXPERIENCE*****University of Alberta, Department of Anthropology***

- Fall/Winter 2000/01 **Research Assistant** for Dr. Linda Fedigan, Primatologist  
Literature searches on various topics in primatology, developed a database management system for primate life history data.
- Spring 1999 **Research Assistant** for Dr. Pamela Willoughby, African Archaeologist  
Catalogued and computerized data from a large collection of Later Stone Age (LSA) lithic artifacts from Tanzania, Africa.
- Spring 1998 **Research Assistant** for Dr. Nancy Lovell, Physical Anthropologist  
Literature searches on various topics in physical anthropology.

***University of Alaska Fairbanks, Department of Anthropology***

- Summer 1996 **Research Assistant** with Dr. G. Richard Scott, Physical/Dental Anthropologist.  
and Analyzed 400 human skeletons, assessed pathologies following  
Summer 1995 Smithsonian Institution protocol, collected musculoskeletal stress marker craniofacial morphological data.
- 1995 **Collections Management and Repatriation** with Dr. S. Craig Gerlach, Archaeologist, Principal Investigator. Statistical Research Inc., Tucson, AZ.  
One year contract with Army Corps of Engineers for Western States; Northern Land Use Research/Alaskan component. On-call site investigation for potential archaeological sites located on Alaskan military installations.

*University of Alaska Anchorage, Department of Anthropology*

- 1994           **Collections, Exhibits & Research Intern** with Mr. Walter Van Horn, Director of Collections, Anchorage Museum of History & Art. Developed exhibit titled "Circle of Life" that focused various aspects of life from birth to death and centered on cultures from around the world. Assisted in archiving photos of Alaskan Native masks.

***VOLUNTEER AND RELATED ANTHROPOLOGY EXPERIENCE***

- Summer 1997 Volunteer: Forensic Archaeology Course, Dr. Owen Beattie  
University of Alberta, Department of Anthropology  
Forensic course for law enforcement agencies, medical examiners, and coroners
- 1983-1984   Peace Corps Volunteer, Jamaica, West Indies  
Projects: Agriculture, education and literacy

***PUBLICATIONS (\* Refereed)***

- 2005   **\*Steen, Susan L.** Examining "universal" hide chewing practices among Alaskan Eskimos. In Frink, Lisa and Weedman, Kathryn, editors. *Gender and Hide Production*. Walnut Creek: Altamira Press, Pp. 123-131.
- 2003   **\*Steen, Susan L.** Chewing hides in clothing manufacture: not a universal among Alaskan Eskimos. Washington: The Fifth World Archaeological Congress Proceedings (June 21-26), pp158-159.
- 2000   **\*Scott, G. Richard, Scott L. Legge, Robert W. Lane, Susan L. Steen,** and Steven R. Street. Physical anthropology of the Arctic. In: Nuttal, Mark, and Callaghan, Terry V. editors. *The Arctic: Environment, People, Policy*. Amsterdam: Harwood Academic Press. Pp. 339-373.
- 1998   **\*Steen, Susan L.** and Robert W. Lane. Evaluation of habitual activities among two Alaskan Eskimo populations based on musculoskeletal stress markers. *International Journal of Osteoarchaeology* 8(5):341-354.
- 1997   **\*Steen, Susan L.** and Robert W. Lane. Evaluation of habitual activities among two Alaskan Eskimo populations based on enthesopathy data. *American Journal of Physical Anthropology*. Supplement 24:219.
- \*Street, Steven R., Susan L. Steen** and Robert W. Lane. Correlations between the historical subsistence evidence for activity-related stress. *American Journal of Physical Anthropology*. Supplement 24:222-223.
- 1996   **\*Steen, Susan L.,** Steven R. Street and Diane E. Hawkey. An application of a comprehensive strategy for recording activity-related stress markers on the skeletal remains of Alaskan Eskimos. *American Journal of Physical Anthropology*. Supplement 22:220.

Scott, G. Richard, Steven R. Street, **Susan L. Steen**, Scott S. Legge, Robert W. Lane and C. Ryan Colby. 1996. Report on the Human Remains from Nunivak Island, Alaska. Smithsonian Institution, Repatriation Office, Washington, DC.

- 1995 Scott, G. Richard, Steven R. Street, **Susan L. Steen** and C. Ryan Colby. Preliminary Report on the Human Remains from Golovin Bay, Alaska. Smithsonian Institution, Repatriation Office, Washington, DC.

### *CONFERENCE PRESENTATIONS*

- 2003 **Steen, Susan L.** Chewing hides in clothing manufacture: not a universal among Alaskan Eskimos. Washington: The Fifth World Archaeological Congress. 21-26 June 21-26.

Street, Steven R. and **Susan L. Steen**. Thirty years of bioarchaeology in Alaska. Alaska Anthropological Association, 30<sup>th</sup> Annual Meeting. 26-29 March; Fairbanks, Alaska.

- 2002 **Steen, Susan L.** Ipiutak: An anthropological constant. Alaska Anthropological Association, 29<sup>th</sup> Annual Meeting. 4-6 April; Anchorage, Alaska.

- 2002 **Steen, Susan L.** A glimpse into the people of Point Hope, Alaska through the use of musculoskeletal stress markers. Alaska Anthropological Association, 26<sup>th</sup> Annual Meeting. 23-27 March; Anchorage, Alaska.

- 1998 **Steen, Susan L.** and Robert W. Lane. Cribra orbitalia and porotic hyperostosis in an Alaskan Eskimo population from Nunivak Island. Alaska Anthropological Association, 25<sup>th</sup> Annual Meeting. 19-21 March; Anchorage, Alaska.

**Steen, Susan L.** and Robert W. Lane. Cribra orbitalia and porotic hyperostosis in an Alaskan Eskimo population. Paleopathology Association, 25<sup>th</sup> Annual Meeting. 31 March-1 April; Salt Lake City, Utah.

- 1997 **Steen, Susan L.** and Robert W. Lane. Habitual activities among two Alaskan Eskimo populations based on musculoskeletal stress markers. Alaska Anthropological Association, 24<sup>th</sup> Annual Meeting. 10-12 April; Whitehorse, Yukon.

**Steen, Susan L.**, Steven R. Street, and Robert W. Lane. Correlations between the historical subsistence strategies of Bering Sea Eskimos and the skeletal evidence for activity-related stress. Alaska Anthropological Association, 24<sup>th</sup> Annual Meeting. 10-12 April; Whitehorse, Yukon.

- 1996 Lane, Robert W. and **Susan L. Steen**. Sex differences in habitual activity patterns based on craniofacial morphology of an Alaskan Eskimo population. Alaska Anthropological Association, 23<sup>rd</sup> Annual Meeting. 4-6 April; Fairbanks, Alaska.
- Steen, Susan L.** and Robert W. Lane. Activity-related stress markers (enthesopathies) in western Alaskan Eskimos. Alaska Anthropological Association, 23<sup>rd</sup> Annual Meeting. 4-6 April; Fairbanks, Alaska.
- Steen, Susan L.**, Steven R. Street, Diane E. Hawkey and Robert W. Lane. An application of a comprehensive strategy for recording activity-related stress markers on the skeletal remains of Alaskan Eskimos. Alaska Anthropological Association, 23<sup>rd</sup> Annual Meeting. 4-6 April; Fairbanks, Alaska.
- 1995 **Steen, Susan L.** and G. Richard Scott. Linear enamel hypoplasia in Greenland, Iceland and Scandinavia during Viking and Medieval times. Alaska Anthropological Association, 22<sup>nd</sup> Annual Meeting. 28-30 March; Anchorage, Alaska
- 1993 Scott, Vanya R., **Susan L. Steen** and Christine L. Hanson. A method for recording activity-induced pathology in the human hand and foot. Palaeopathology Association, 20<sup>th</sup> Annual Meeting. 13-14 April; Toronto, Ontario.
- 1992 Scott, Vanya R. and **Susan L. Steen**. A method for recording activity-induced pathology in the hand and foot. Behavioral Science Conference of the North. 24-26 April; Anchorage, Alaska.

### **RESEARCH INTERESTS**

#### **Within Physical Anthropology**

Bioarchaeology  
 Biocultural Anthropology  
 Human Osteology  
 Paleopathology  
 Primate Studies

#### **Geographic Focus**

Alaska  
 Arctic  
 North America  
 Prehistoric Old World  
 Oceania

### **RESEARCH TOOLS & LANGUAGES**

Statistics (parametric and non-parametric data)  
 Excel database  
 American Sign Language: Intermediate Level  
 French: Basic Reading

SPSS statistical program  
 Computer imaging  
 Photography

### **PROFESSIONAL MEMBERSHIPS**

Alaska Anthropological Association\*  
 American Anthropological Association\*  
 American Association of Physical Anthropologists\*  
 Canadian Association of Physical Anthropologists\*  
 National Science Education Foundation\*  
 Paleopathology Association\*  
 Society for Anthropology in Community Colleges\*  
 \* Membership is current

### **PROFESSIONAL DEVELOPMENT**

2005 Textbook Reviewer for Pearson Publishing  
*Sciences for Life*, Second Edition by Colleen Belk and Virginia Borden (2007)  
*A Brief Guide to Biology* by David Krogh  
 Self development by reading the following texts  
 Stephenson, Fred. 2001. *Extraordinary Teachers: The Essence of Excellent Teaching*.  
 Kansas City: Andrews McMeel Publishing.  
 Bransford, John D., Brown, Ann L., and Cocking, Rodney R. (eds). 2000. *How People  
 Learn: Brain, Mind, Experience, and School*. Washington: National Academy Press.

2004 Idaho State University  
 Cooperative Learning for Higher Education Faculty (all-day workshop)

2003 Idaho State University  
 New Faculty Orientation  
 Grant Writing Workshop

2001 Grant MacEwan College  
 3-Day New Faculty Orientation (12-14 December)

1999 University of Alberta's University Teaching Services  
 Commenting on and Marking Essays  
 Breaking Down Your Course Content  
 Preparing a Course Outline and Syllabus  
 Teaching an Invisible Curriculum  
 Creating and Grading Assignments and Exams  
 Effective Teaching/Effective Learning

### **INSTITUTIONAL SERVICE**

2004-2006 Affiliate Faculty Member, ISU Department of Museum of Natural History  
 2004-2006 Biology 100 for non-majors, Course development  
 2003-2004 Chair, Curriculum Committee, ISU Department of Anthropology  
 Chair, Video Acquisition Committee, ISU Department of Anthropology  
 Member, Idaho State University Professional Women  
 Taught Comparative Skeletal Workshop for the Shoshone-Bannock Tribes  
 Faculty Leader, Idaho Museum of Natural History's Science Trek Program for  
 grades 3 through 5  
 Human and Animal Bone Identification for  
 Idaho National Engineering and Environmental Laboratory  
 Idaho Police Department, Pocatello

Shoshone-Bannock Tribes, Fort Hall, Idaho  
Book Donations to Idaho State University  
The Eli Oboler Library  
The Anderson Gender Resource Center  
TRiO Student Support Services

1996-2002 Member, Anthropology Graduate Student Association, University of Alberta  
1998-1999 Member, Dept Council, Grad Committee, Dept of Anth., University of Alberta  
1994-1996 Member, Anthropology Club, University of Alaska Fairbanks  
1993-1994 President, Anthropology Club, University of Alaska Anchorage  
1990-1994 Member, Anthropology Club, University of Alaska Anchorage  
Newsletter Editor & Bulletin Board Coordinator  
Tutor anthropology courses and required introductory statistics class

***COMMUNITY SERVICE***

2003-present Volunteer Dog Walker, Pocatello Animal Control Shelter  
1985-1997 Member, President (1986-1989), Alaska Returned Peace Corps Volunteers  
1981-1997 Member, National Association of Returned Peace Corps Volunteers  
1990-1994 KAKM Channel 7, Public Television, Pledge Drive  
1986-1994 Beans' Café & Brother Francis Shelter, Holiday Meals for the Homeless  
1988-1992 Board Member, President (1988-1989), University Community/Campus Ministry  
1986-1989 Life-skills Trainer, Association for Retarded Citizens  
Collection & Distribution, Friends in Service to Humanity (Food Bank)



**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS the Interim Vice President for Academic Affairs recommends the temporary appointment of David Campbell, to the temporary, full-time, exempt appointment as Humanities Assistant Professor for the Spring 2017 semester at a salary of \$18,725, a pro-rated amount under Rank A4, Step 4,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of David Campbell, to the temporary, full-time, exempt appointment as Humanities Assistant Professor for the Spring 2017 semester at a salary of \$18,725, a pro-rated amount under Rank A4, Step 4.

This position is currently funded in the 2016-2017 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the Spring 2017 semester and will not be renewed.

2016/17 - 63

MOTION:

ACTION:

Yeas: Nays:

Abstentions:

DATE:

# NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

SARANAC LAKE . MALONE . TICONDEROGA

January 6, 2017

David Campbell  
47 Tara Drive  
Saranac Lake, NY 12983

Dear David,

Pending North Country Community College Board of Trustees approval at the January 27, 2017 meeting, I am pleased to offer you a temporary, full-time, exempt appointment as an Assistant Professor for Humanities for the 2017 Spring Term.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this confirmation, your pay grade for this appointment as a 164 day employee is Rank A4 Step 4 on Schedule C of the CBA, which is an annualized base salary of \$37,450. This amount will be pro-rated to take into consideration the length of the appointment. Your 164-day per diem rate is \$228.35 and there are 82 days in the 2017 Spring Term. The pro-rated amount equates to \$18,725.

While you may be assigned duties at a variety of locations, your base campus assignment will be Saranac Lake. Shir Filler is the Department Chair and your area supervisor is Joe Keegan, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than January 17, 2017.

Sincerely,



Steven Tyrell, Ph.D.  
President

Cc: Personnel File



Employee Signature



Date

**Resume of David G. Campbell**  
**(845) 246-8592**

**Present: Owner/Operator, inkminers.com**

**2/96 – 12/2010: Assistant Program Manager, Ulster County Dept. of Public Works, Kingston, NY –** Hired as a temp to organize and inventory quarry material. Rehired full time to establish the first computerized inventory and control system, and to establish receiving, storage and disbursement procedures of construction material. Established first complaint tracking and response system. Later transferred to Admin to plan office computerization, match technology to needs, and streamline and document internal processes. Also responsible for special projects, management correspondence, most written material, interfacing with other departments for procedures, and documenting millions of dollars annually in FEMA funded projects.

**8/93 -1/96: Self Employed -** Worked alone as a small project construction/electrical contractor in the local area and as an artist working in various media for private sales.

**1/92 – 7/93: Corporate Writer, Consumers' Buylines, Clifton Park, NY –** editorial responsibility for all corporate manuals, legal documents, bi-monthly magazine and monthly newsletter, video scripts, and marketing/sales/collections/PR copy, and authored much of the material. Provided staff communication training.

**6/80 - 12/91: Administrator, and Associate Professor of English, NCCC Saranac Lake, NY and Paul Smiths College, Paul Smiths, NY -** Administrator in the Continuing Education, Prison Education Program, Adirondack Studies Center, Gerontology Center, and Veteran's Affairs offices. Completed Master's Degree in English and taught writing and literature courses to undergraduate students and community adults as full-time and adjunct. Taught at Paul Smiths College as full-time, one semester replacement. Later volunteer team-taught English as a Second Language to visiting scientists from nearby research facilities as community service.

**5/76 – 5/80: Personnel Specialist, US Navy –** honorably discharged as Petty Officer 2<sup>nd</sup> Class.

**Additionally:** Freelance writer specializing in technical and marketing work. Active artist, working in various media including oils, ink, watercolor and film. Builder of custom electric guitars. Former Licensed NY State Guide for fishing camping, boating, and hiking in Adirondacks.

**Education:**

MA, Liberal Studies: English Language and Literature, SUNY College, Plattsburgh, NY- Dec 1988

BA, English (writing emphasis), SUNY College, Plattsburgh, NY- Dec 1986, with honors

AA, Regional Studies, NCCC, Saranac Lake, NY- Jan 1983 with honors

One Year Certificate, Gerontology, NCCC, Saranac Lake, NY- Jan 1984, with honors

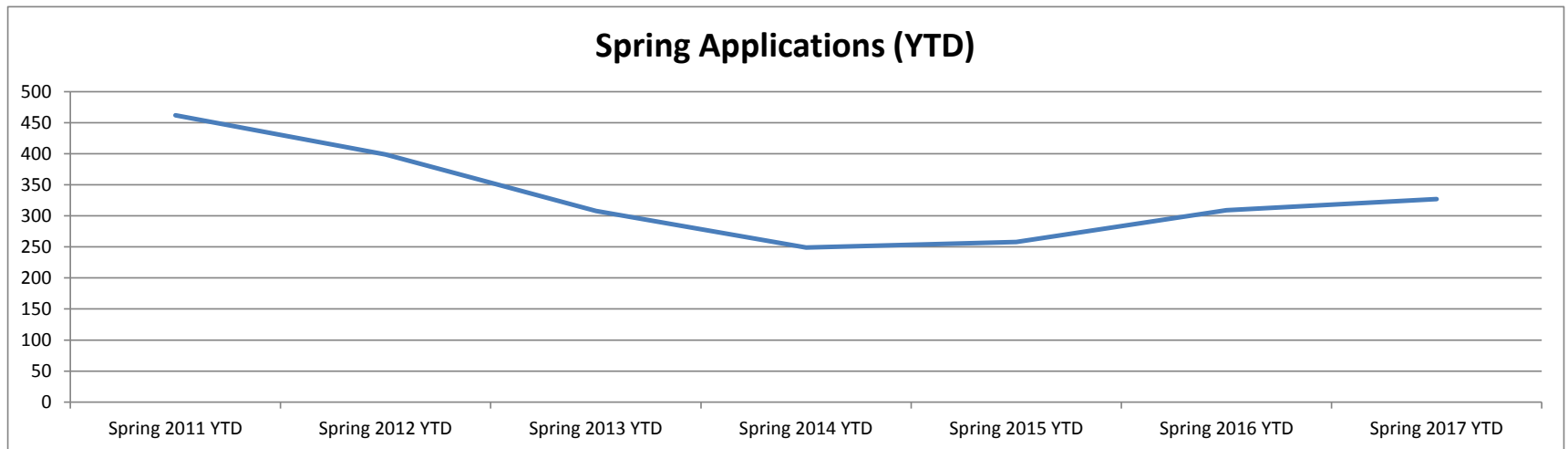
US Navy Personnel School, NTTC Meridian, MS- Oct 1976

**BOT Report**  
**Office of Admissions/Chris Tacea**  
**1/18/2017**

**Current Year: 2017**

**Data Date: 1/10/2017 \*Rough estimate based on available data in CAMS**

*as compared with 12/3/2015 prior year	Spring 2011 YTD	Spring 2012 YTD	Spring 2013 YTD	Spring 2014 YTD	Spring 2015 YTD	Spring 2016 YTD	Spring 2017 YTD	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016
Spring Applications (YTD)	462	399	308	249	258	309	327	462	399	308	249	258	309
Deposits	70	47	64	38	39	39	7	70	47	64	38	39	39
Admits	175	174	137	132	115	140	69	175	174	137	132	115	140
Wait List (Nursing, RAD)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Application Status	1	2	3	0	1	0	0	1	2	3	0	1	0
Received Applications Pending Review	42	9	8	2	19	9	178	42	9	8	2	19	9
Incomplete Applications	138	135	76	64	57	117	63	138	135	76	64	57	117
Application Withdrawn	17	20	16	8	23	2	9	17	20	16	8	23	2
Application Inactive	0	0	0	0	0	2	0	0	0	0	0	0	2
Application Rejected	19	12	4	5	4	0	1	19	12	4	5	4	0
Registered First Time, Transfer and Readmit	171	150	156	112	135	81	96	171	150	156	112	135	81



<b>Breakouts YTD:</b>	<u>Spring 2017</u>	<u>Spring 2016</u>	<u>#/% Difference</u>
Applications:	327	309	18/5.8%
Deposits:	7	39	-32/-82.1%
Admits:	69	140	-71/-50.7%
Incompletes:	63	117	54/85.7%

<b>New Student Registrations:</b>	<u>Spring 2017</u>	<u>Spring 2016</u>	<u>#/% Difference</u>
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**November:**

SL	5	13	-8/-61.5%
ML	13	7	6/85.7%
Total	18	20	-2/-10%

**December:**

SL	23	21	2/9.5%
ML	23	21	2/9.5%
Ti	5	7	-2/-28.6%
Total	51	49	2/4.1%

**January 10th:**

SL	11
ML	10
Total	21

Grand Total:	72	69	3/4.3%
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**Admissions Activities:**

1. Finished up Rad-tech applications to move forward to Department review
2. Meredith & Rachel in Herkimer for the Executive SUNYCAP meeting
3. Final calls for LPN selection
4. Participated in January 10th & 19th new student registration
5. Joe Akey has processed all 2nd chance PELL applications
6. Building Spring travel schedules to start in March
7. Sending bids for printing for new admissions publications
8. Help support the SL Chamber with a few goodies for Snowshoe Fest
9. Marketing efforts for: 50th Anniversary are rolled out and public.

**Financial Aid Report:**

1. CAMS set up is complete for 17-18 award season
2. ISIR processing for 17-18 has begun
3. Cleaning up Gainful Employment Report past due to the Feds
4. On-going manual processing of FAFSA's for 2nd chance PELL
5. SAP compliance review 50% complete
6. Communication out to returning students on 17-18 fafsa filing
7. Phone interview for a candidate for the Directors position

**PSA:**

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

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

WHEREAS at the conclusion of an unsuccessful search for a Director of Financial Aid, the Dean of Admissions recommends the approval of a three month contract extension with FAS, and

WHEREAS the FAS contract will continue to supply the College with an interim professional to serve as temporary Director of Financial Aid during this three month period and while this position is currently vacant, and

WHEREAS the rate of pay is \$95/hour plus housing and travel expenses, and

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the contract between the College and FAS per the terms negotiated between the College and FAS.

2016/17- 62

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:



*Consulting  
Interim Staffing  
Assessments  
Processing*

DATE: December 20, 2016

TO: Chris Tacea, Director of Admissions  
North Country Community College

FROM: Ken Garrett, Vice President of Client Relations  
Financial Aid Services (FAS) *Ken Garrett*

RE: Fee and Expense Estimate - 12 Weeks Additional Interim Staffing

Chris,

I'm pleased to hear you would like for Dawn Langdon to continue serving as the College's interim director of financial aid. Below are estimates you requested. These are based on previous invoices as well as the latest information regarding travel arrangements.

**Professional Fees**

Please note: FAS will extend the current (reduced) rate of \$95 per hour.

34 staff hours per week @ \$95 = \$3,230 (Professional Fees)  
\$3,230 x 12 weeks = **\$38,760**

**Expenses**

The College provides Ms. Langdon's lodging accommodations. Recently, the College obtained her rental car through its own rental contract (Enterprise Car Rental).

These reimbursable expenses are essentially meals and incidentals (gas and tolls). They are averaging \$200 per week (or less).

\$200 per week x 12 weeks = **\$2,400**





**NORTH COUNTRY COMMUNITY COLLEGE**

**Board of Trustees November 2016 Financial Report**

**North Country Community College**  
**Revenues & Expenditures**  
**November 30, 2016**

Annual Budget	Actual YTD	Budget YTD	Budget Var YTD
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**Revenues**

Tuition & Fees	\$ 4,436,500	\$ 2,709,974	\$ 1,109,125	\$ 1,600,849
Sponsors' Contribution	\$ 2,480,000	\$ 611,667	\$ 620,000	\$ (8,333)
Chargebacks	\$ 622,800	\$ 464,451	\$ 311,400	\$ 153,051
Out-of-State Tuition	\$ 596,750	\$ 267,802	\$ 298,375	\$ (30,573)
State Aid	\$ 3,787,682	\$ 1,049,031	\$ 1,106,802	\$ (57,771)
Offset To Expense	\$ -	\$ -	\$ -	\$ -
Contributions	\$ 947,450	\$ 118,731	\$ 233,893	\$ (115,162)

**Total Revenues**

\$ 12,871,182	\$ 5,221,656	\$ 3,679,595	\$ 1,542,061
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**Expenditures**

Salaries	\$ 6,055,541	\$ 1,701,805	\$ 1,587,194	\$ 114,611
Payroll Taxes	\$ 460,281	\$ 124,842	\$ 115,913	\$ 8,929
Medical	\$ 1,547,849	\$ 360,951	\$ 393,180	\$ (32,229)
Retirement	\$ 570,716	\$ 134,755	\$ 149,580	\$ (14,825)
Other	\$ 177,557	\$ 41,744	\$ 52,693	\$ (10,949)
Equipment	\$ 53,165	\$ 26,632	\$ 15,433	\$ 11,199
Facility Leases	\$ 1,456,200	\$ 358,511	\$ 365,296	\$ (6,785)
Utilities	\$ 510,300	\$ 72,882	\$ 156,610	\$ (83,728)
Maintenance	\$ 253,310	\$ 69,973	\$ 64,602	\$ 5,371
Office & General Supplies	\$ 103,156	\$ 11,806	\$ 32,722	\$ (20,916)
Advertising	\$ 214,675	\$ 32,666	\$ 76,192	\$ (43,526)
Professional Services	\$ 198,530	\$ 36,680	\$ 21,075	\$ 15,605
Information Technology	\$ 154,162	\$ 60,932	\$ 83,949	\$ (23,017)
Library & Instructional Supplies	\$ 228,255	\$ 34,037	\$ 100,613	\$ (66,576)
Scholarships	\$ 340,000	\$ 159,626	\$ 176,460	\$ (16,834)
Travel	\$ 184,075	\$ 69,049	\$ 79,431	\$ (10,382)
Property & Liability Ins.	\$ 145,000	\$ 65,491	\$ 36,250	\$ 29,241
Miscellaneous	\$ 216,887	\$ 40,444	\$ 79,121	\$ (38,677)

**Total Expenditures**

\$ 12,869,659	\$ 3,402,826	\$ 3,586,314	\$ (183,488)
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**Surplus / (Deficit)**

\$ 1,523	\$ 1,818,830	\$ 93,281	\$ 1,725,549
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**North Country Community College  
Balance Sheet  
November 30, 2016**

Balance November 30, 2016
------------------------------

**Assets**

Cash	\$	2,923,518
Accounts Receivable	\$	599,259
Due From NCCC Association	\$	61,902
Due From NCCC Foundation	\$	550,312
Due From Other Funds	\$	107,609
Due From Governments	\$	3,358,081
Prepaid Expenses	\$	397,934

**Total Assets**

	\$	7,998,615
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**Liabilities**

Accounts Payable	\$	608,220
Payroll & Benefits Liabilities	\$	366,448
Due to NCCC Association	\$	620,370
Due to NCCC Foundation	\$	340,670
Due to Other Funds	\$	347,351
Due to Retirement	\$	224,458
Compensated Absences	\$	277,365
Other Liabilities	\$	75,961

**Total Liabilities**

	\$	2,860,843
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**Fund Balance**

	\$	5,137,772
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**Total Liabilities & Fund Balance**

	\$	7,998,615
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<b>Fund Balance Summary</b>		
Fund Balance as of 9/1/15	\$	3,242,410
YTD Results	\$	1,818,830
Fund Balance as of 11/30/16	\$	5,061,240

\* Previous Board of Trustees financial reports included a line item for "Other Post-Employment Benefits" that reflected our liability under GASB-45. Currently, NCCC would be responsible for \$4,014,424. It was taken out of the report as it does not affect the operations of the college and was not accurately illustrating the activity on the fund balance.





**NORTH COUNTRY COMMUNITY COLLEGE**

**Board of Trustees December 2016 Financial Report**

**North Country Community College**  
**Revenues & Expenditures**  
**DECEMBER 31, 2016**

Annual Budget	Actual YTD	Budget YTD	Budget Var YTD
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**Revenues**

Tuition & Fees	\$ 4,436,500	\$ 2,703,969	\$ 1,478,833	\$ 1,225,136
Sponsors' Contribution	\$ 2,480,000	\$ 810,000	\$ 826,668	\$ (16,668)
Chargebacks	\$ 622,800	\$ 464,451	\$ 311,400	\$ 153,051
Out-of-State Tuition	\$ 596,750	\$ 267,802	\$ 298,375	\$ (30,573)
State Aid	\$ 3,787,682	\$ 1,049,031	\$ 2,000,428	\$ (951,397)
Offset To Expense	\$ -	\$ -	\$ -	\$ -
Contributions	\$ 947,450	\$ 193,273	\$ 311,856	\$ (118,583)

**Total Revenues**

\$ 12,871,182	\$ 5,488,526	\$ 5,227,560	\$ 260,966
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**Expenditures**

Salaries	\$ 6,055,541	\$ 2,289,254	\$ 2,141,672	\$ 147,582
Payroll Taxes	\$ 460,281	\$ 160,463	\$ 159,328	\$ 1,135
Medical	\$ 1,547,849	\$ 513,685	\$ 515,950	\$ (2,265)
Retirement	\$ 570,716	\$ 179,673	\$ 190,239	\$ (10,566)
Other	\$ 177,557	\$ 52,858	\$ 59,186	\$ (6,328)
Equipment	\$ 53,165	\$ 35,999	\$ 17,722	\$ 18,277
Facility Leases	\$ 1,456,200	\$ 478,959	\$ 485,400	\$ (6,441)
Utilities	\$ 510,300	\$ 103,094	\$ 170,100	\$ (67,006)
Maintenance	\$ 253,310	\$ 85,668	\$ 84,437	\$ 1,231
Office & General Supplies	\$ 103,156	\$ 14,663	\$ 34,385	\$ (19,722)
Advertising	\$ 214,675	\$ 33,787	\$ 71,558	\$ (37,771)
Professional Services	\$ 198,530	\$ 50,363	\$ 66,177	\$ (15,814)
Information Technology	\$ 154,162	\$ 96,332	\$ 89,710	\$ 6,622
Library & Instructional Supplies	\$ 228,255	\$ 40,383	\$ 76,085	\$ (35,702)
Scholarships	\$ 340,000	\$ 161,126	\$ 176,460	\$ (15,334)
Travel	\$ 184,075	\$ 83,449	\$ 104,782	\$ (21,333)
Property & Liability Ins.	\$ 145,000	\$ 65,970	\$ 72,500	\$ (6,530)
Miscellaneous	\$ 216,887	\$ 44,274	\$ 72,296	\$ (28,022)

**Total Expenditures**

\$ 12,869,659	\$ 4,490,000	\$ 4,587,985	\$ (97,986)
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**Surplus / (Deficit)**

\$ 1,523	\$ 998,526	\$ 639,575	\$ 358,951
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**North Country Community College**  
**Balance Sheet**  
**DECEMBER 31, 2016**

Balance December 31, 2016
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**Assets**

Cash	\$	2,996,178
Accounts Receivable	\$	450,691
Due From NCCC Association	\$	15,212
Due From NCCC Foundation	\$	630,315
Due From Other Funds	\$	127,869
Due From Governments	\$	2,316,003
Prepaid Expenses	\$	398,049

**Total Assets**

	\$	6,934,317
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**Liabilities**

Accounts Payable	\$	177,646
Payroll & Benefits Liabilities	\$	384,162
Due to NCCC Association	\$	620,467
Due to NCCC Foundation	\$	460,005
Due to Other Funds	\$	347,351
Due to Retirement	\$	10,000
Compensated Absences	\$	277,365
Other Liabilities	\$	75,732

**Total Liabilities**

	\$	2,352,728
--	----	-----------

**Fund Balance**

	\$	4,581,589
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**Total Liabilities & Fund Balance**

	\$	6,934,317
--	----	-----------

<b>Fund Balance Summary</b>		
Fund Balance as of 9/1/15	\$	3,242,410
YTD Results	\$	998,526
Fund Balance as of 12/31/16	\$	4,240,936

\* Previous Board of Trustees financial reports included a line item for "Other Post-Employment Benefits" that reflected our liability under GASB-45. Currently, NCCC would be responsible for \$4,014,424. It was taken out of the report as it does not affect the operations of the college and was not accurately illustrating the activity on the fund balance.







**NORTH COUNTRY COMMUNITY COLLEGE**

**2015-2016 Final Draft Financial Statement**

**North Country Community College**  
**Revenues & Expenditures**  
**SEPTEMBER 1, 2015 - AUGUST 31, 2016**

	Annual Budget	Actual YTD	Budget YTD	Budget Var YTD
<b>Revenues</b>				
Tuition & Fees	\$ 5,383,840	\$ 5,078,554	\$ 5,383,840	\$ (305,286)
Sponsors' Contribution	\$ 2,480,000	\$ 2,480,000	\$ 2,480,000	\$ -
Chargebacks	\$ 611,000	\$ 691,128	\$ 611,000	\$ 80,128
Out-of-State Tuition	\$ 369,060	\$ 357,268	\$ 369,060	\$ (11,792)
State Aid	\$ 3,849,148	\$ 3,877,309	\$ 3,849,148	\$ 28,161
Capital Projects Reimbursement		\$ 47,031		\$ 47,031
Offset To Expense	\$ 139,547	\$ -	\$ -	\$ -
Contributions	\$ 732,000	\$ 983,579	\$ 871,547	\$ 112,032
<b>Total Revenues</b>	<b>\$ 13,564,595</b>	<b>\$ 13,514,869</b>	<b>\$ 13,564,595</b>	<b>\$ (49,726)</b>
<b>Expenditures</b>				
Salaries	\$ 6,470,896	\$ 6,021,266	\$ 6,470,896	\$ (449,630)
Payroll Taxes	\$ 495,559	\$ 446,827	\$ 495,559	\$ (48,732)
Medical	\$ 1,615,775	\$ 1,506,836	\$ 1,615,775	\$ (108,939)
Retirement	\$ 751,103	\$ 703,331	\$ 751,103	\$ (47,772)
Other	\$ 207,768	\$ 144,119	\$ 207,768	\$ (63,649)
Equipment	\$ 64,115	\$ 65,458	\$ 64,115	\$ 1,343
Facility Leases	\$ 1,357,400	\$ 1,439,027	\$ 1,357,400	\$ 81,627
Utilities	\$ 581,300	\$ 302,346	\$ 581,300	\$ (278,954)
Maintenance	\$ 280,900	\$ 167,500	\$ 280,900	\$ (113,400)
Office & General Supplies	\$ 102,490	\$ 58,114	\$ 102,490	\$ (44,376)
Advertising	\$ 243,800	\$ 126,115	\$ 243,800	\$ (117,685)
Professional Services	\$ 196,950	\$ 232,901	\$ 196,950	\$ 35,951
Information Technology	\$ 214,000	\$ 227,029	\$ 214,000	\$ 13,029
Library & Instructional Supplies	\$ 249,591	\$ 226,571	\$ 249,591	\$ (23,020)
Scholarships	\$ 400,000	\$ 387,721	\$ 400,000	\$ (12,279)
Travel	\$ 181,256	\$ 77,447	\$ 181,256	\$ (103,809)
Property & Liability Ins.	\$ 145,000	\$ 135,173	\$ 145,000	\$ (9,827)
Miscellaneous	\$ 206,285	\$ 189,256	\$ 206,285	\$ (17,029)
Transfer to Plant Fund		\$ 231,147		\$ 231,147
<b>Total Expenditures</b>				
<b>Surplus / (Deficit)</b>	<b>\$ 13,764,188</b>	<b>\$ 12,688,184</b>	<b>\$ 13,764,188</b>	<b>\$ (1,076,004)</b>
	<b>\$ (199,593)</b>	<b>\$ 826,685</b>	<b>\$ (199,593)</b>	<b>\$ 1,026,278</b>



**President’s Report to the Board of Trustees**

January 19, 2016

Dr. Steve Tyrell

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

<b>Date:</b>	<b>With:</b>	<b>Location:</b>
December 16 <sup>th</sup>	NCCCAP Labor-Management Meeting	Saranac Lake, NY
December 19 <sup>th</sup>	SUNY Administration & NCCC Leadership Meeting on Performance Improvement Program	Video Conference
December 20 <sup>th</sup>	All –College Strategic Planning Check In	Video Conference Session
December 21 <sup>st</sup>	CINDERELLA Project	Ticonderoga, NY
January 6 <sup>th</sup> -11 <sup>th</sup>	Faculty at ACPA Mid-Level Management Institute	Dallas, TX
January 18 <sup>th</sup>	Retirees Breakfast	Saranac Lake, NY

- 2) **2017-18 State Budget Advocacy** – The Governor released his proposed 2017-18 budget on January 17<sup>th</sup>. The Governor is not supporting the SUNY proposal of “hold harmless” for State funding to community colleges. He has proposed that the State funding remain at the same level as the year before. Because our State funded FTEs for 2017-18 will likely be at or above this year’s AAFTE value, our college will not see a reduction of funding in this State aid item. The Governor’s budget proposal again does not increase the pool of money community colleges access for rental aid. This will equate to another year of reduction in rental aid (as leasing agreements increase each year across the State). The Governor’s budget does include the State’s match dollars for capital funding we project from the counties and from capital chargeback monies for 2017-18. We will be heading to Albany as part of the community college lobby day in early March.
- 3) **CINDERELLA Project – Ticonderoga Campus** – My thanks to Selina Lemay-Klippel for hosting the first meeting of the CINDERELLA Project on December 21<sup>st</sup>. CINDERELLA stands for Collectively Imagining New Dimensions in Education; Resourcing Experience, Leadership & Legitimate Alternatives. A gathering of faculty, staff, students and board members discussed an array of possibilities for augmenting the Ticonderoga Campus. Topics included discussions on academic program offerings, our presence in the area, outreach efforts (i.e. with BOCES), high school visits and pipeline opportunities such as continuing education.
- o There were many positive takeaways from the discussion but two that I will highlight: We have yet to properly resource continuing education and I believe this continues to leave the door that was closed since 2001 with an enrollment pipeline that led many continuing education students eventually into credit bearing courses. This concern is also reflected as an action item to address in our current draft in the strategic plan. All three campuses would benefit if we could support continuing education.

- Academic program offerings – Our Ticonderoga students continue to share with us their interest to see more course offerings and more academic majors to consider.
- 4) **Strategic Planning** – A college wide meeting was held on December 20<sup>th</sup> to review the progress made on development of a new strategic plan. Working Group teams will continue to draft clear action items and measurable outcomes for current Strategy Steps. Community Groups (the Board of Trustees is one of seven community groups) will continue to review updates to first drafts shared in December. Because of the Middle States report due September 1, it is our goal to have a final draft before the faculty in April.
  - 5) **Enrollment and Positive Budget Condition** – It looks like our enrollment number for Fall students returning for Spring will be lower than expected for the Spring semester. As a result, our reported 2016-17 AAFTE projection of 1,075 (in November 2016) has been adjusted back down to 1,050. Please note we will have an update on this number after the Spring census date. Spring Bridge enrollment and summer class enrollment are the final two sets of numbers that will affect our final enrollment for the 2016-17 year. At this time, we are still 150 AAFTEs above our budgeted enrollment of 900 AAFTEs. Thus we continue to hold onto a positive budget condition for the 2016-17 year.

In regard to the list of possible restorations (positions and expenditures) that Bob Farmer circulated with the College community in the fall semester, President's Council has recommended we re-introduce a Science instructor position and a Humanities instructor position for the Spring semester and then make a final decision after we firm up enrollment numbers for 2016-17 and our budget plan for 2017-18. In addition, Kim Irland is working closely with local mental health agencies in how we will acquire part-time mental health counselors at the three campuses.

- 6) **Railroad Tracks Removal Update** - I sent a note out to everyone back in the fall semester regarding the Department of Conservation's request to meet with the College concerning the stretch of the railroad that runs through College property. I have received some feedback from College employees and student leaders and most of it has to do with access points to the trail near the Sparks Athletic Facility. I will be discussing this item at the Board of Trustees meeting next week.

Jim Brooks, our College attorney is serving at the College contact on this matter. In December, the DEC sent Jim Brooks an outline of an agreement for how the DEC would manage the proposed trail system in terms of its' responsibility for liability. We anticipate that there will be a meeting between us and the DEC sometime in February. Again, if you have any comments to share, please see me.

- 7) **Middle States Report Due September 1, 2017** – The College will complete a follow-up monitoring report for Middle State and that will address four key items by September 1, 2017. Senate and I will discuss these items at the January 20<sup>th</sup> meeting of College Senate and how we will proceed in drafting and finalizing each item in the report. The four items are:

A. Financial sustainability –

Identifying the enrollment targets we need for the next three years to meet projected expenses for a balanced budget each year is the goal of this activity– Bob Farmer and his staff will work on these materials with Chris, Joe and others and then share their work with Long Range Planning in March. We hope there are members of LRPB that will join Bob in this work.

B. Complete our new strategic plan – we reviewed our progress to date back on December 20<sup>th</sup>. Given the September 1<sup>st</sup> deadline with Middle States, we will need to have a final draft of the new strategic plan in front of the faculty before the end of the spring semester.

I will be convening a session with the working group leads shortly and we will meet to zero in on identifying clear and measurable outcomes for those items currently identified in the drafts. We will continue to share updates with the College community and post updates to the SharePoint location.

C. Assessment of governance – Chuck, Joe, Sarah and I had a conference call with Middle States before the break to gain clarification on the extent of this activity – we learned that Middle States’ definition regarding an assessment of the effectiveness of governance is one that extends beyond the creation and work completed by College Senate over the past five years. We have been asked to clearly document the current status of governance and with specific examples. The strategy for completion this assessment will be explored at the January 20<sup>th</sup> meeting.

D. Organized and Systematic Approach to Assessment – There was clear evidence in the Periodic Review Report that the College has been engaged in assessment activities for a number of years. Again, kudos to Sarah Maroun for cataloging the good work of the faculty in this area. Middle States is looking for us to create a systematic and organized approach to our assessment program. We will do this but we will need to look at what resources we need to bring to bear on our current assessment efforts to support this outcome. Conversations have begun with a few folks – Sarah Maroun, Joe Keegan, Scott Harwood, Bob Farmer and those conversations will certainly expand as I ask President’s Council to look at how best will we manage our assessment activities. Also, for non-academic units, we will need to begin to catalog our assessment activities too. In all instances, Middle States requires us to identify what was learned as a result of the assessment activity; and what we did with the results – did we change anything with teaching or with the delivery of services? did we change anything related to budgeting resources in the following year? Again, we have engaged in these types of decisions, but we haven’t documented them as well as we should. So there is work to be done before we reach the latter part of the Spring semester.

Proposed Means to Assembling the Report for Middle States – Chuck Van Anden and I, and a few others, have begun discussions on how we might approach assembling the report. We will discuss this item at Senate this Friday. It will be our goal of having a final draft of the

report to the faculty in early April (or earlier if possible); and then have a reading team read the report and make final edits over the summer. Then, we would send this updated version of the report to all faculty around August 1<sup>st</sup>. We would then meet in the last week of August to hear any final suggestions for edits and submit the report on September 1<sup>st</sup>.

8. **Contract Negotiations** - Management staff and both collective bargaining units are in final stages of negotiations as we are both reviewing the agreed upon changes to the proposed contracts. On behalf of the entire management team, we wish to thank the union leadership of both NCCCAP and CSEA with all that they have done to get us where we are today.

**State University of New York (SUNY)**

2017/18 Executive Budget Summary

*January 19, 2017*

Governor Cuomo has released his Executive Budget for the 2017/18 fiscal year. As you know, this is only the first step in the process towards an Enacted Budget for the upcoming year and provides us a good starting point for improvements and adjustments.

As showcased in the 2017 State of the State Addresses, the forefront of the Governor's postsecondary education platform is the Excelsior Scholarship Program. Beginning in the fall of 2017, resident undergraduate students from households making less than \$100,000 will be able to attend any SUNY or CUNY school tuition free. The program will be phased in over three years: beginning for New Yorkers with an adjusted gross income of up to \$100,000 in the fall of 2017; increasing to \$110,000 in 2018; and reaching \$125,000 in 2019. To qualify, a student must be on track to finish an associate's degree in two years, or a bachelor's degree in four years. The New York State Division of the Budget (DOB) has indicated that they expect this program to lead to increased enrollment at the 30 community colleges operating under the program of the State University.

The prioritization of college affordability and completion is a reflection of our advocacy for SUNY's Completion Agenda and a recognition of the 21<sup>st</sup> century job market, and this program will aid in meeting this need.

More directly important to the day-to-day operations of SUNY, the Executive Budget also recommends significant new investment in SUNY's educational facilities program over a five-year period, with an increase to bonded Critical Maintenance funding for the State-operated and statutory campuses, from \$200.0M annually to \$550.0M, the same level as was experienced in the last long-term capital plan. This much needed capital funding will enable SUNY's State-operated campuses and statutory colleges to invest in campus infrastructure, modernize academic buildings and spaces to meet demand in certain program areas, and renovate spaces to facilitate collaborative learning and consolidation of student academic support services. In addition, new funding is again proposed in 2017/18 for the hospital capital program. Further, the Executive Budget also authorizes SUNY and CUNY to utilize the "design/build" method of contracting, allowing certain projects to be completed more expeditiously and at a savings for taxpayers.

This is a major win for the four-year colleges, and we appreciate the efforts of the Construction Fund, the campuses, and the Governor's Office in making it part of the Executive Budget.

Additional good news can be found in the inclusion of a reinstatement of an undergraduate tuition plan at the State-operated campuses, where by the Board of Trustees will be empowered to increase resident undergraduate tuition by a maximum of \$250 per year above the prior year approved amount.

Other highlights of the Executive Budget include: the continuation of \$18.0M for the 2015/16 Investment and Performance Fund; a proposal to enact the New York State DREAM Act which would allow undocumented students to be eligible for the Tuition Assistance Program (TAP) and other types of state financial assistance programs; and continuation of last year's extension of the 2011 SUNY procurement flexibility legislation.

Finally, other items of interest that do not have a direct and immediate impact on the SUNY system include a proposal to link TAP eligibility for students to their college's ability to control tuition and fee increases, and – in reaction to current findings related to activities at CUNY Foundations – a requirement that CUNY utilize 10 percent of annual foundation revenue to support tuition assistance programs at the CUNY system.

This final proposal is part of a larger package of reforms that are not expected to immediately impact SUNY related entities, which include expansion of the jurisdiction of the Inspector General to SUNY and CUNY affiliated entities and the establishment of a Chief Procurement Officer for the entire state.



While we also recognize that the Executive Budget does provide a few challenges, such as the lack of a Maintenance Of Effort for either the State-operated campuses or community colleges, the expansion of the Inspector General’s jurisdiction and the long-term impact thereof, and the general lack of increased investment in all campuses, we do believe that this budget gives a strong start for continuing our advocacy with the Governor and Legislature.

**Operating:**

The 2017/18 Executive Budget largely reflects 2016/17 Enacted Budget levels of support and appropriation authority, with some notable adjustments as described below:

**State-operated Campuses:**

- *Direct State Tax Support:*
  - o \$ 708.0M: Direct State Tax support for State-operated campuses / System Administration
  - o 141.5M: Direct State Tax support for University-Wide Programs
  - o 18.0M: To be allocated according to a plan by the Board of Trustees
  - o 133.2M: Direct State Tax support for Statutory Colleges and Cornell Cooperative Extension
  - o 1,615.6M: Indirect State Tax Support sub-allocated to the central General State Charges budget
- *Tuition Revenue:*
  - o \$1,914.7M: Tuition Spending authority (includes “Pooled Offset”) for State-operated campuses
    - This represents a \$69.5M increase in authority to accommodate an up-to \$250/year increase to resident undergraduate tuition rates and increases to other tuition rates in a similar percentage manner.

<i>\$ M</i>	<b>2016/17 Enacted</b>	<b>2017/18 Executive</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Direct State Tax Support<sup>1</sup></b>	\$708.0	\$708.0	-	-
<b>Tuition Revenue Spending Authority<sup>2</sup></b>	1,845.2	1,914.7	69.5	3.8%
<b>Total “Core Operations”</b>	<b>\$2,553.2</b>	<b>\$2,622.7</b>	<b>\$69.5</b>	<b>2.7%</b>
<b>Investment and Performance Fund</b>	<b>\$18.0</b>	<b>\$18.0</b>	-	-
<b>Other Spending Authority<sup>3</sup></b>	1,333.1	1,333.1	-	-
<b>Total</b>	<b>\$3,904.3</b>	<b>\$3,973.8</b>	<b>\$69.5</b>	<b>1.8%</b>

Changes to legislation have also been introduced that would have the following impact:

- **Tuition Plan**
  - o The Board of Trustees is empowered to raise the undergraduate rate of tuition for State-operated campuses by a maximum of \$250 over the prior year approved amount
    - Runs from 2017/18 to 2021/22
  - o Tuition Credit cost for increases are continued
  - o Revenue resulting from such an increase is to be allocated to each campus pursuant to a plan approved by the Board of Trustees that supports investments in:
    - Faculty
    - Instruction
    - Initiatives to improve student success
    - On-time completion, and
    - Tuition credit costs
  - o Board of Trustees is required to annually report (September 1<sup>st</sup> of each year) on how the revenue generated from tuition increases has been invested in the noted items

<sup>1</sup> Includes direct State tax support to State-operated campuses and System Administration

<sup>2</sup> Includes \$110.7M in “Pooled Offset” authority

<sup>3</sup> Includes authority to operate fee-supported activities, residence halls, and miscellaneous activities outside core operations

- The Board of Trustees is required to submit an annual plan (November 30<sup>th</sup> of each year) of the five-year plan for the increases to resident undergraduate tuition
- Based on current enrollment levels, a maximum \$250 increase would generate approximately \$29.1M after adjusted for tuition credit costs.
- **Maintenance of Effort (MOE) is not included**
- **Recognizing the full cost of Maintenance and Preservation of State Assets**
  - The following amounts will be transferred from SUNY to the State’s Capital Fund to reimburse the costs of Maintenance and Preservation staff at SUNY institutions paid for, in the first instance, from the State’s Capital Fund as noted in the Capital Budget portion of this document. This is intended to be cost neutral to SUNY, and is part of a larger statewide effort to recognize the “true” cost of capital programs across the state.
    - \$112.6M: Core Operating Account
    - 41.9M: Dormitory Operating Account
    - 5.4M: General IFR
    - 0.8M: Long Island Veterans’ Home
    - 0.6M: SUTRA
    - **\$161.3M: Total**

In addition, language has been included in the appropriations for the Core Operating Account, General IFR, and the Hospital Operating Account that would broaden the ability for the spending authority to be increased or decreased from or to any other state agency or public authority upon the approval of the Director of the State Budget. This, similar to other language included in the Aid to Localities bill, is intended to serve as a “safeguard” against reduced federal program support.

**University-wide Programs:**

The Executive Budget reflects an approximately \$14.9M decrease from 2016/17 Enacted Budget levels of support for the University-wide programs as follows:

- (\$5.4M) Additional Education Opportunity Program (EOP) support
- ( 5.0M) Additional Education Opportunity Center (EOC) support
- ( 2.0M) Additional Advanced Technology Training and Information Networking (ATTAIN) support
- ( 1.5M): Additional Small Business Development Center (SBDC)
- ( 0.6M): Graduate Diversity Fellowships
- ( 0.2M): Additional Cornell Veterinary College support
- ( 0.1M): New York Latino Research and Resources Network at UAlbany
- ( 0.1M): ESF Chestnut
- **(\$14.9M): Total**

<i>\$ M</i>	<b>2016/17 Enacted</b>	<b>2017/18 Executive</b>	<i>\$ Change</i>	<i>% Change</i>
<b>University-wide Program Funding</b>	\$156.4	\$141.5	<i>(\$14.9)</i>	<i>-9.5%</i>

In addition, the \$10.0M transfer from NYSERDA to support the Clean Energy Workforce Opportunity Program was not continued from 2016/17 into 2017/18.

Further information on year-to-year University-wide funding levels is provided as Attachment A.

### Hospitals and Health Related Activities:

- The Executive Budget provides an additional \$87.0M in spending authority for the Hospital Operating Fund, and an additional \$0.7M for the Long Island Veterans Home, both of which were requested.
- \$18.6M in authority to support transferred direct state tax support has been removed, reflecting the \$18.6M reduction in direct state tax support. This results in a net year-to-year increase of spending authority of \$68.4M.
- There is no 2016/17 re-appropriation for the Hospital Operating Fund, despite being requested.

<i>\$ M</i>	2016/17 Enacted	2017/18 Executive	<i>\$ Change</i>	<i>% Change</i>
<b>Hospital Operating Fund</b>	\$2,620.1	\$2,620.1	\$-	-
- <b>Plus Requested Increase</b>	-	87.0	87.0	N/A
- <b>Less Removal of State Support</b>	-	(18.6)	(18.6)	N/A
- <b>Final Authority</b>	\$2,620.1	\$2,688.5	\$68.4	2.6%
<b>Hospital Sponsored Programs Activities</b>	100.0	100.0	-	-
<b>Long Island Veterans Home</b>	49.2	50.0	0.7	1.5%
<b>Total</b>	<b>\$2,769.3</b>	<b>\$2,838.5</b>	<b>\$69.1</b>	<b>2.5%</b>

### Statutory Colleges:

No changes were made to the statutory colleges' appropriations.

<i>\$ M</i>	2016/17 Enacted	2017/18 Executive	<i>\$ Change</i>	<i>% Change</i>
<b>Alfred Ceramics</b>	\$8.1	\$8.1	-	-
<b>Cornell Statutory</b>	121.2	121.2	-	-
<b>Cornell Cooperative Extension</b>	3.9	3.9	-	-
<b>Total</b>	<b>\$133.2</b>	<b>\$133.2</b>	-	-

### Community Colleges:

- The Governor's Executive Budget does not reflect the SUNY request for an alteration of the funding model for the community colleges, and instead continues Base Operating Aid at \$2,697 Per Funded Full-Time Equivalent (FTE). However, the State does include funding for approximately 5,000 FTE related to projected increased enrollment from the Excelsior Scholarship Program.
  - o Language is included (as it is in many Aid to Localities appropriations this year), that would allow that, in the event that State receipts - including but not limited to receipts from the federal government - are less than those planned for in the State Financial Plan, the Director of the State budget may reduce the amount available for Aid to Localities funded programs, such as community college funding, according to a written plan
    - The Chancellor shall have the authority to take action as needed to achieve the reductions listed in said plan
- 2017/18 funding for the following programs remains flat on a year-to-year basis:
  - o \$11.6M: Rental Aid
    - Language is included (as it is in many Aid to Localities appropriations this year), that would allow that, in the event that State receipts - including but not limited to receipts from the federal government - are less than those planned for in the State Financial Plan, the Director of the State budget may reduce the amount available for Aid to Localities funded programs, such as community college funding, according to a written plan
      - The Chancellor shall have the authority to take action as needed to achieve the reductions listed in said plan
  - o 3.0M: NY Job Linkage<sup>4</sup>
  - o 3.0M: Apprentice SUNY

<sup>4</sup> Language relating to the requirement of Regional Council plans being completed prior to payment has been removed

- 1.9M: Contract Courses / Workforce Development
- 1.7M: High Needs Programs
- 0.9M: Low Enrollment Schools
- **\$22.1M: Total**
- The following programs have been reduced or eliminated in the 2017/18 Executive Budget:
  - \$1.5M: Graduation, Achievement, and Placement (GAP) Program (Eliminated)
  - 1.1M: Child Care (Leaves \$1.0M in support) (Reduced)
  - 0.1M: Orange County CC Bridges Program (Eliminated)
  - 0.02M: Rockland Veterans Program (Eliminated)
  - **\$2.7M: Total**

<i>\$ M</i>	<b>2016/17 Enacted</b>	<b>2017/18 Executive<sup>5</sup></b>	<b><i>\$ Change</i></b>	<b><i>% Change</i></b>
<b>Base Operating Aid<sup>6</sup></b>	\$476.5	\$454.7	<i>\$(21.8)</i>	<i>-4.6%</i>
<b>Rental Aid</b>	11.6	11.6	-	-
<b>NY Job Linkage</b>	3.0	3.0	-	-
<b>Apprentice SUNY</b>	3.0	3.0	-	-
<b>Contract Courses</b>	1.9	1.9	-	-
<b>High Needs Program</b>	1.7	1.7	-	-
<b>Child Care</b>	2.1	1.0	<i>(1.1)</i>	<i>-52.3%</i>
<b>Community Schools Grant Award</b>	1.0	-	<i>(1.0)</i>	<i>-100.0%</i>
<b>Low Enrollment Funding</b>	0.9	0.9	-	-
<b>GAP Program Funding</b>	1.5	-	<i>(1.5)</i>	<i>-100.0%</i>
<b>Rockland Veterans Program</b>	0.02	-	<i>(0.02)</i>	<i>-100.0%</i>
<b>Orange County Bridges Program</b>	0.1	-	<i>(0.1)</i>	<i>-100.0%</i>
<b>Total</b>	<b>\$503.3</b>	<b>\$477.8</b>	<b><i>\$(25.5)</i></b>	<b><i>-5.1%</i></b>

For reference, under current enrollment projections and the 2017/18 level of Base Operating Aid:

- 27 Colleges would see a reduction in Base Operating Aid:
  - Ranges from a high of (\$2.7M) at Nassau to a low of (\$27) at Orange
- 3 Colleges would see an increase in Base Operating Aid:
  - Ranges from a high of \$83.6K at Tompkins-Cortland to a low of \$81 at Rockland

**General Items:**

- **Excelsior Scholarships**
  - A “last dollar in” scholarship program is created that would provide for “free tuition” to students attending a SUNY or CUNY school.
  - Students eligible for such scholarship shall:
    - Be matriculated in an approved program leading to an undergraduate degree at SUNY or CUNY
    - Have completed, or completes, fifteen credits per term in his or her program/programs of study
    - Have an adjusted gross income equal to or below:
      - \$100,000 in 2017/18
      - \$110,000 in 2018/19
      - \$125,000 in 2019/20

Adjusted gross income shall be the total of the combined adjusted gross income of the applicant and the applicant’s parents or the applicant and the applicant’s spouse if married.
  - The tuition charged to students who receive this award shall not exceed the rate of tuition charged in 2016/17.
  - Awards are for no more than four academic years of full-time study, or five years if the program normally requires five years.

<sup>5</sup> Does not include \$5.0M for Clean Energy Workforce Opportunity Program

<sup>6</sup> Both 2016/17 Enacted and 2017/18 Executive hold Base Operating Aid per FTE to \$2,697/FTE

- If a student has received a bachelor degree prior, they are not eligible.
- If a student has received an associate’s degree prior, they are not eligible for an award for a two-year program of study.
- **Establishment of the NYS DREAM Act**
  - Would allow students without lawful immigration status (that meet certain criteria) to be eligible for the TAP program and other scholarship programs.
- **Establishment of the Excelsior Business Program**
  - This proposal would build upon and refocus the former START-UP NY program as the Excelsior Business Program.
  - This change is meant to enhance effectiveness and administrative efficiency by simplifying / expanding eligibility criteria for firms by employing a simple test to determine if the business is a start-up or an early stage business focused on research and development or market testing for new products and services.
  - However, in order to be eligible to take this test, the business must:
    - Have been organized no more than five years prior to the time it submits its application.
    - Have not generated any net income from operations in any tax year of the business.
    - Not be publicly traded, or if it is traded, have no more than five percent of its ownership be publically traded.
    - Have no more than 25 employees employed in the twelve months prior to application.
  - New businesses that pass this test would need to maintain eligibility by creating and maintaining at least one net new job.
  - Businesses that create at least five net new jobs would be eligible to receive a refundable tax credit based on the number of net new jobs created, with the Director of Economic Development being empowered to provide further benefits under the Excelsior Jobs Program to those businesses that have significant economic impact.
  - In addition, any vacant space in any building owned or leased by a SUNY campus or an affiliate of a campus, as well as any vacant land owned or leased by a SUNY campus or an affiliate of a campus, has been made part of the definition of “eligible land” that can be included as part of a campus plan.
- **College Responsibility on Student Charges**
  - Starting in 2018/19, students receiving Tuition Assistance Program (TAP) awards shall not receive the award if increases in tuition and mandatory fees exceed a three year average of the final Higher Education Price Index (HEPI) for the most recently available academic year, or five hundred dollars; whichever is greater.
    - This shall only apply to new students receiving an award in 2018/19.
    - Students who first receive an award in 2017/18 shall continue to be eligible for an award, provided such students satisfy eligibility requirements.
- **Align Regional Economic Development Councils and Community College Regional Councils**
  - While no legislation has been provided to enforce this change, the Governor’s 2017/18 Policy Book indicates that the Governor will appoint two Career and Technical Education (CTE) leaders to each Community College Regional Council to better align training programs with Regional Economic Development Council goals.
- **Expansion of the New York State Inspector General Jurisdiction**
  - Would expand the Inspector General’s jurisdiction to any organization or foundation formed for the benefit of, or controlled by, SUNY or CUNY (inclusive of those related to community colleges, the Research Foundation of State University of New York, and alumni associations that have control of, manage, or receive more than \$50,000 annually).
  - This does not include any student-run organization comprised entirely of enrolled students formed for advancing a student objective.
- **Establishment of Public University Foundation Oversight**
  - The Executive Budget would require the Inspector General to oversee implementation and enforcement of financial control policies at SUNY, CUNY, and all affiliated nonprofit organizations and foundations,

including the Research Foundation, that has control of, manages, or receives \$50,000 or more annually. This does not include any student-run organization comprised entirely of enrolled students formed for advancing a student objective.

- As part of this oversight, the Inspector General shall require that each affiliated entity adopt written policies designed to prevent corruption, fraud, criminal activity, conflicts of interest, or abuse.
- In addition, the Inspector General will be empowered to appoint, in consultation with SUNY and CUNY, compliance officers from within the staff of the institutions to assist in oversight and monitoring of these policies.
- Failure by an affiliated entity to comply with this new legislation will result in such entity not being eligible for any state related support or grants until the Inspector General certifies them as being in compliance with this legislation.

- **Establishment of a Chief Procurement Officer**

- The Executive Budget would appoint an overall Chief Procurement Officer for the entire State who will be tasked with oversight of all state procurements.

As an accompaniment to these last several proposals, which has no immediate impact on SUNY, the Executive Budget would require CUNY to utilize ten percent of annual revenue received by each CUNY affiliated organization and foundation in the previous academic year toward tuition assistance initiatives for students in need attending CUNY.

More detail on these items is available upon request.

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## Capital Budget:

The Executive Budget recommends new capital appropriations for 2017/18 for:

### **State-operated/Statutory Colleges – Educational Facilities**

- **\$550.0M** in critical maintenance funding for 2017/18, an increase of \$350.0M from the \$200.0M that was planned in the 2016/17 Enacted Five Year Capital & Financing Plan.
  - o The 2017/18 proposed Executive Five-Year Capital & Financing Plan provides recurring funding of \$550.0M in each of the subsequent four State Fiscal Years, for a total of \$2.75B over five-years.
  - o The appropriations for 2018/19 through 2021/22 are not included in the Executive Budget and would be subject to the approval of the Legislature each year.
  - o Of the \$550.0M provided for 2017/18, \$153.4M is allocated to each State-operated/statutory campus and \$396.6M is provided in a lump sum for priority critical maintenance projects.
    - While the allocation of the \$396.6M lump sum is yet to be determined, consistent with SUNY’s 2017/18 capital budget request, the highest priority will be for projects that address life and safety concerns, core infrastructure in need of replacement that, if not addressed, could disrupt campus operations, and upgrade buildings and infrastructure to meet current building codes and regulations, such as ADA.
    - We will have our new asset life cycle modeling software in place by the time the budget is enacted, which will also help inform where critical maintenance investment is needed to reduce SUNY’s deferred maintenance backlog.
    - Also of priority are projects already in progress that require additional funding to advance to construction. Our plan is to revisit each campus’ 5-year capital plan and project portfolio in the next few weeks to help inform where investment is needed.
  - o Use of the new appropriation is restricted to critical maintenance projects in existing facilities.
  - o Language has been included authorizing the use of “Design/Build” contracts.
- **\$161.0M** in pay-as-you-go funding for Facilities Maintenance and Operations.
  - o This funding is intended to be distributed to State-operated campuses for the operating expenses of facilities departments and the State’s expense is reimbursed by a transfer of cash balances from several operating accounts as noted in the Operating Budget portion of this summary.
- **\$55.0M** is provided through Empire State Development to support a seventh round of SUNY 2020 Challenge Grants.

### **State-Operated – Residence Halls**

- Consistent with SUNY’s capital budget request, no new appropriation is provided for the pay-as-you-go portion of the residence hall program, and \$50.0M is planned annually through 2021/22, for a five-year total of \$200.0M.

### **Hospitals**

- **\$100.0M** for critical maintenance projects at Upstate University Hospital and Stony Brook University Hospital, \$50.0M for each hospital. No new capital appropriations are recommended for Downstate University Hospital.

### **Community Colleges**

- **\$53.1M** representing the State’s 50 percent funding share for 56 new projects at 20 colleges that obtained local sponsor support.
  - o One Rockland Community College Energy Savings Project for \$1.25M was not included in the Executive Budget. Further information will be sought from the Division of the Budget.
  - o The 50 percent State share is included for all other community college projects that were requested, and details are included as Attachment B.

**STATE UNIVERSITY OF NEW YORK**  
**2017/18 Executive Budget**  
**Capital Program Summary**  
*\$M*

Program	2017/18 Request	2017/18 Executive Budget	Variance	5-Year Request	2017/18 5-Year Capital Plan	Variance
<b>Educational Facilities</b>	\$800.0	\$550.0	(\$250.0)	\$4,000.0	\$2,750.0	(\$1,250.0)
<b>Hospitals</b>	600.0	100.0	(500.0)	600.0	100.0	(500.0)
<b>Residence Halls</b>	0.0	00.0	0.0	200.0	200.0	0.0
<b>Community Colleges<sup>7</sup> (State Share)</b>	54.4	\$53.1	(1.3)	401.5	213.1	(188.4)
<b>Total</b>	<b>\$1,454.4</b>	<b>\$703.1</b>	<b>(\$751.3)</b>	<b>\$5,201.5</b>	<b>\$3,263.1</b>	<b>(\$1,938.4)</b>

**Other Items of Interest**

- Campuses are also eligible to apply for funding through the local Regional Economic Development Councils which received \$150.0M in new funding in the Executive Budget.
- \$300.0M is provided for a life sciences initiative to be administered by Empire State Development to provide lab space, equipment, technology and funding for research and development.
- The Executive Budget recommends reauthorization of all prior year appropriations, totaling \$3.4B for SUNY's capital programs.
  - New restrictions are imposed on the 2014 \$49.0M re-appropriation for projects lined out in a subsequent Senate resolution. Before funding for these projects will be released the proposed language requires the legislative sponsor to submit the following information about the project, in writing to the Director of the Budget:
    - That the project is for a lawful purpose;
    - That the sponsor has no financial interest, direct or indirect, in the project;
    - That the sponsor has not and will not receive any financial benefit from the project;
    - Has no known conflicts of interest; and
    - In addition, the Senate is required to post the request for funding and information related to the project on the public website.
  - Many of the projects funded through this Senate resolution are already underway, minimizing the number that could be impacted by this proposed language.

<sup>7</sup> Please note that, while a total of \$81.5M in projects were approved by the SUNY Board of Trustees, the final value of projects presented to DOB was \$54.35M, with the difference being due to several projects not receiving appropriate local sponsor support documentation



State University of New York (SUNY)  
2016/17 Enacted to 2017/18 Executive Budget Changes in University-wide Programs  
Sorted High to Low on 2017/18 Executive Budget Values

Program Name	2016/17 Enacted	2017/18 Executive	Change	
			\$	%
EOC / ATTAIN	\$ 62,036,300	\$ 55,036,300	\$ (7,000,000)	-11.3%
EOP	32,170,000	26,808,000	(5,362,000)	-16.7%
Empire Innovation / Master Innovators	9,497,400	9,497,400	-	0.0%
Graduate Diversity Fellowships	6,639,300	6,039,300	(600,000)	-9.0%
Educational Technology and Library Services	5,081,600	5,081,600	-	0.0%
System-Wide IT Services	4,764,400	4,764,400	-	0.0%
Academic Equipment Replacement	4,373,200	4,373,200	-	0.0%
High Needs Program	3,164,300	3,164,300	-	0.0%
Student Loans	3,114,100	3,114,100	-	0.0%
Teacher Education and Support	2,050,000	2,050,000	-	0.0%
Small Business Development Centers	3,473,200	1,973,200	(1,500,000)	-43.2%
Nanoscale Science and Engineering	1,928,600	1,928,600	-	0.0%
SUNY and the World	1,800,000	1,800,000	-	0.0%
SPIR	1,747,400	1,747,400	-	0.0%
Additional High Needs	1,663,600	1,663,600	-	0.0%
Innovative Instruction and Academic Excellence	1,607,700	1,607,700	-	0.0%
SUSTA	1,570,700	1,570,700	-	0.0%
Child Care	1,567,800	1,567,800	-	0.0%
Rockefeller Institute of Government	1,104,200	1,104,200	-	0.0%
Charter Schools	848,600	848,600	-	0.0%
Diversity Scholarships	621,900	621,900	-	0.0%
Office of Diversity, Equity, and Inclusion	591,400	591,400	-	0.0%
Services for Students with Disabilities	544,100	544,100	-	0.0%
SUNY Polytechnic Staffing and Research Faculty	500,000	500,000	-	0.0%
Seamless Education Pipeline	435,600	435,600	-	0.0%
Faculty Diversity Program	422,000	422,000	-	0.0%
Sea Grant Institute	411,800	411,800	-	0.0%
SUNY Leadership Institute	360,400	360,400	-	0.0%
Library Conservation and Preservation	350,000	350,000	-	0.0%
Energy Smart and Healthier NY	279,300	279,300	-	0.0%
Cornell Veterinary College	500,000	250,000	(250,000)	-50.0%
Maritime Scholarships	239,600	239,600	-	0.0%
Native American Program	215,200	215,200	-	0.0%
Cord Blood Center	205,600	205,600	-	0.0%
SUNY Multimedia Services	118,500	118,500	-	0.0%
Community College Tuition Reimbursement	116,700	116,700	-	0.0%
Student Assembly	57,100	57,100	-	0.0%
American Chestnut Research & Restoration Project	100,000	-	(100,000)	-100.0%
New York Latino Research and Resources Network-UAlbany	100,000	-	(100,000)	-100.0%
<b>Total</b>	<b>\$ 156,371,600</b>	<b>\$ 141,459,600</b>	<b>\$ (14,912,000)</b>	<b>-9.5%</b>

**State University of New York (SUNY)  
Community Colleges Capital New Projects  
Sorted Alphabetically by College Name  
\$ Thousands**

**Attachment B**

College	Project	Budget (State)
Adirondack	Purchase and Improvements of Adjacent Property	90
Adirondack	Campus Wide Improvements	310
Adirondack	Energy Improvements	50
Adirondack	Warren Hall/Student Success Center Renovation	200
Adirondack	WORC FF&E	650
Clinton	Critical Maintenance and System Upgrades	6,000
Columbia-Greene	Emergency Critical Maintenance & Safety	50
Columbia-Greene	Systems Upgrades: Transformer	75
Corning	Health Education Center	500
Dutchess	Aviation Airframe & Powerplant Program	4,045
Erie	Infrastructure Improvements/Renovations	1,000
Erie	College-wide Sitework	650
Erie	College-wide Code Compliance	375
Erie	Roof Replacement & Waterproofing	1,000
Erie	Mechanical Electrical Plumbing Improvements	500
Finger Lakes	2017 Critical Maintenance Projects	794
Finger Lakes	Telephone Renovation/Upgrade	400
Finger Lakes	Greenhouse Replacement (Design)	50
Finger Lakes	Athletic Fields Renovation (Design)	50
FIT	Energy Savings Projects	5,278
FIT	Infor Lab	150
Fulton-Montgomery	Administrative and Community Center	1,300
Fulton-Montgomery	Campus Bathroom and Locker Rooms Critical repairs	1,100
Fulton-Montgomery	Campuswide IT Project: Critical Maintenance	450
Herkimer	Energy Savings Projects	949
Jamestown	Critical Maintenance Needs	500
Mohawk Valley	Data, Telecom & WiFi Infrastructure Replacement	200
Nassau	Space Consolidation - Tower Building	4,000
Nassau	Renovation of Brick Café	3,000
Nassau	Building Systems Upgrades	500
Nassau	Concrete repairs - multi-year plan	250
Nassau	HTHW Emergency System Repairs	1,000
Nassau	Roof repairs - multi-year plan	600
Nassau	Academic Department Renovation	1,500
Nassau	Infrastructure Repairs	500
Nassau	Parking and Paving Phase 3	3,100
Nassau	Cluster C increase	2,000
Nassau	Road & Parking Paving	1,475
Nassau	Health & Safety Project	500
Nassau	Library Renovation (Design)	500
Nassau	ADA Compliance	600
North Country	Misc Critical Maintenance/Instructional Renovations	775
Orange	Parking Lot Improvements	200
Orange	Heating System	188
Orange	Cooling Tower	125
Schenectady	Elston Building Renovations	1,080
Schenectady	Facilities Master Plan	15
Suffolk	GIGP Green Roof	204
Tompkins-Cortland	Childcare Facility	1,500
Ulster	Roof Replacement/Exterior Sitework	198
Ulster	Other Sitework	30
Ulster	Infrastructure	676
Westchester	Roof Replacement Phase 4	943
Westchester	Technology Upgrades On-Campus PH V	500
Westchester	Technology Upgrades Off campus Ph V	50
Westchester	Infrastructure Upgrade - Various Bldgs.	393