

BOARD OF TRUSTEES MEETING

11:00 a.m. | Friday, April 26, 2019

SARANAC LAKE CAMPUS

AGENDA

- I. Call to Order
- II. Approval of Minutes
 - A. March 25, 2019
 - B. March 26, 2019
 - C. March 27, 2019
 - D. March 29, 2019
- III. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- IV. College Reports
 - A. Board Chair
 - B. Vice President for Academic Affair
 - C. Interim Vice President of Marketing and Enrollment Management
 1. Resolution 2018-19 | #15 Appointment: Assistant Director of Admissions
 - D. Vice President for Administration & Chief of Fiscal Operations
 1. 2019-2020 Budget
 2. Resolution 2018-19 | #9 Appointment: Academic Technology Coordinator
 - E. President
 - F. Representative Reports
 1. NCCC Association
 2. NCCC Foundation
- V. Old Business
 - A. Guiding Principles of Shared Governance
- VI. New Business
 - A. Resolution 2018-19 | #17 Honorary Degree Policy
 - B. Resolution 2018-19 | #18 NCCCAP-College Tentative Agreement
- VII. Public Comment*
- VIII. Executive Session
- 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
Monday, March 25, 2019 | Hotel Saranac

Board Members Present: Steve Reed, Tim Burpoe, Mark Moeller, Anne McDonald, Mary Irene Lee, Pete Suttmeier, Jerry Griffin, Dan Kelleher, and Courtney Oakes.

Board Chair, Steve Reed, called the meeting to order at 4:30 p.m.

Executive Session

R. Pete Suttmeier made the motion to enter Executive Session at 4:32 p.m. in relation to *collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.* Jerry Griffin seconded the motion. The motion was passed (8-0-0).

* Tim Burpoe arrived at 4:40 p.m.

*Jerry Griffin departed meeting at 6:55 p.m.

Tim Burpoe made a motion to adjourn executive session at 8:14 p.m. Mary Irene Lee seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Courtney Oaks made a motion to adjourn the meeting. Dan Kelleher seconded the motion. The motion was approved (8-0-0). The Board meeting was adjourned at 8:14 p.m.

Respectfully submitted by,
Mark Moeller, Board Secretary

Friday, April 26, 2019

Motion:

Seconded:

Passed: (0-0-0)

NORTH COUNTRY COMMUNITY COLLEGE
BOARD OF TRUSTEES MINUTES
Tuesday, March 26, 2019 | Hotel Saranac

Board Members Present: Steve Reed, Tim Burpoe, Mark Moeller, Anne McDonald, Mary Irene Lee, Pete Suttmeier, Dan Kelleher, and Courtney Oakes.

Board Chair, Steve Reed, called the meeting to order at 5:34 p.m.

Executive Session

Tim Burpoe made the motion to enter Executive Session at 5:34 p.m. in relation to *collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.* Mary Irene Lee seconded the motion. The motion was passed (7-0-0).

* Courtney Oakes arrived at the meeting at 5:40 p.m.

Dan Kelleher made a motion to adjourn executive session at 8:13 p.m. R. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Tim Burpoe made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved (8-0-0). The Board meeting was adjourned at 8:13 p.m.

Respectfully submitted by,
Mark Moeller, Board Secretary

Friday, April 26, 2019
Motion:
Seconded:
Passed: (0-0-0)

NORTH COUNTRY COMMUNITY COLLEGE
BOARD OF TRUSTEES MINUTES
Wednesday, March 27, 2019 | Hotel Saranac

Board Members Present: Steve Reed, Tim Burpoe, Mark Moeller, Anne McDonald, Mary Irene Lee, Pete Suttmeier, Dan Kelleher, and Courtney Oakes.

Board Chair, Steve Reed, called the meeting to order at 5:45 p.m.

Executive Session

R. Pete Suttmeier made the motion to enter Executive Session at 5:45 p.m. in relation to *collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.* Tim Burpoe seconded the motion. The motion was passed (8-0-0).

* Dan Kelleher arrived at the meeting at 6:50 p.m.

Tim Burpoe made a motion to adjourn executive session at 8:26 p.m. R. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Anne McDonald made a motion to adjourn the meeting. Dan Kelleher seconded the motion. The motion was approved (8-0-0). The Board meeting was adjourned at 8:26 p.m.

Respectfully submitted by,
Mark Moeller, Board Secretary

Friday, April 26, 2019
Motion:
Seconded:
Passed: (0-0-0)

NORTH COUNTRY COMMUNITY COLLEGE
BOARD OF TRUSTEES MINUTES
Friday, March 29, 2019 | Saranac Lake Campus

Board Members Present: Steve Reed, Anne McDonald, Mary Irene Lee, Mark Moeller, Pete Suttmeier, Jerry Griffin, Tim Burpoe, Dan Kelleher, and Courtney Oakes.

Others Present: Steve Tyrell, Stacie Hurwitch, Bob Farmer, Joe Keegan, Alex Parnia, Chris Knight, Erik Harvey, Diana Fortune, Frank DiFore, Sarah Kilby, Amy Tuthill.

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

Approval of Minutes

Tim Burpoe made a motion to approve the January and March 1, 2019 minutes. Mark Moeller seconded the motion. The minutes were approved unanimously (9-0-0).

College Senate

Sarah Kilby reported:

- The next College Senate meetings are scheduled for April and May 2019.
 - April 12 senate meeting: Steve Reed will attend
 - May 13 senate meeting: Pete Suttmeier will attend

NCCCAP

No report.

CSEA

No report.

Board Chair Report

No report.

Vice President for Academic Affairs

No report.

The board recommended the following recommendations:

Anne McDonald recommended resolution 2018/19 | 7 that the North Country Community College Board of Trustees hereby approves the second temporary appointment of David Clayton to the full time, temporary, twelve-month exempt appointment as Admissions Counselor/Men's Soccer Coach, effective February 11, 2019 and for the remainder of 2018-2019 academic year at an annual salary of \$42,699 (pro-rated to \$23,813). This position is currently not funded in the 2018/19 operating budget. In accordance with the current NCCCAP agreement Article VII-appointment and promotions, this appointment will expire at the conclusion of the 2018/19 academic year and will not be renewed. Mary Irene Lee seconded the motion. The motion was approved unanimously (9-0-0).

Interim Vice President for Enrollment Management Report

The board recommended the following recommendations:

Mark Moeller recommended resolution 2018/19 | 6 that the North Country Community College Board of Trustees hereby approves the appointment of Amy Tuthill to the full time, temporary, twelve-month exempt appointment as Associate Director of Recruitment for Adult Learners, effective April 29, 2019 and for the remainder of the

2018/2019 academic year at an annual salary of \$53,256 (pro-rated to \$18,435). This position is currently not funded in the 2018/2019 operating budget. In accordance with the current NCCCAP agreement Article VII- appointment and promotions, this appointment will expire at the conclusion of the 2018-2019 academic year and will not be renewed. Mary Irene Lee seconded the motion. The motion was approved unanimously (9-0-0).

- Alex Parnia provided a short presentation regarding the Adult Learner marketing and enrollment campaigns. They include personalized letters from both the President and the VP of Academic Affairs. Outreach will be considerable and applicable to several NCCC programs.
- The board discussed potential exposure opportunities throughout the North Country over the summer recruiting months.
- Alex Parnia reported to the board that his Admissions team will be attending a full day customer service training session next week.
- Alex Parnia shared with the board a presentation regarding our recent 2+2 agreement with Paul Smiths College. With respect to the job market it continues to be evident that in order to be gainfully employed and make a liveable wage, you need to have a post-secondary degree.

Vice President for Administration/CFO:

Bob Farmer shared with the board the January and February financials. Mary Irene Lee moved to approve the financials as they were presented. Anne McDonald seconded. January and February 2019 financial reports were approved unanimously (9-0-0).

- Bob Farmer presented and highlighted the February 2019 forecast and financials.
- Bob Farmer shared the Fiscal Year 2019-2020 Budget projections with the board. He highlighted potential new positions, salary increases, health insurance and changes to information technology. This has been shared with LRPB Committee and will be presented to the College Senate and the Board at their April meetings.
- The board discussed the projected scholarship increase. Competition among universities and colleges is increasing, in order to attract more students out of state then this is a necessary adjustment. It's a way to also help with occupancy of the Association Residence halls and meal plans for the College.
- Bob discussed with the board the upcoming resolutions as they relate to the 2019-2020 tuition and fee schedule. The College is seeking approval a month earlier when compared to previous years. This will help with financial aid packaging and attracting students soon.

The board recommended the following recommendations:

Tim Burpoe recommended resolution 2018/19 | 12 that the North Country Community College Board of Trustees hereby approves the full-time and part-time tuition rates for the 2019-2020 academic year. Anne McDonald seconded the motion. The motion was approved unanimously (9-0-0).

Mark Moeller recommended resolution 2018/19 | 13 that the North Country Community College Board of Trustees hereby approves the attached fee schedule for the academic year beginning September 1, 2019 and ending August 31, 2020. Pete Suttmeier seconded the motion. The motion was approved unanimously (9-0-0).

Pete Suttmeier recommended resolution 2018/19 | 14 that the North Country Community College Board of Trustees hereby approved the full-time College fee rate for Excelsior Scholarship recipients. Mary Irene Lee seconded the motion. The motion was approved unanimously (9-0-0).

President's Report:

The board recommended the following recommendations:

Tim Burpoe recommended resolution 2018/19 | 15 that the North Country Community College Board of Trustees hereby approves the awarding the Vice President of Marketing and Enrollment project to RH Perry and at the cost of \$48,000. Courtney Oakes seconded the motion. The motion was approved unanimously (9-0-0).

The board discussed the process with RH Perry and this new position.

NCCC Foundation:

No report.

NCCC Association:

Beth Quinn requested to the Board of Trustees endorse a new policy to have Residence Halls be tobacco free inside and on the property. Anne McDonald moved that the board supported the Association's Board of Directors' resolution that the residence halls and the property owned by the NCCC Association be tobacco free. Tim Burpoe seconded. Anne McDonald seconded the motion. The motion was approved unanimously (9-0-0).

New Business

- Steve Tyrell discussed the location of the upcoming April board meeting. He recommends to the board to have the location of the meeting in Saranac Lake, NY. The board will allocate time on each campus in the future to spend time with the faculty, staff and students during future board meetings. The board discussed that the meeting also be moved to Friday, April 26, 2019. Stacie Hurwitch will make the necessary arrangements and announcements.
- Alex Parnia announced the new website was launched on March 8th, 2019. It meets the necessary OCR requirements.

Old Business

None.

Executive Session

Pete Suttmeier made the motion to enter Executive Session at 11:47pm. 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.*** Jerry Griffin seconded the motion. The motion was passed unanimously 9-0-0). Steve Tyrell was invited to join the meeting at 11:48 p.m.

Steve Tyrell left the meeting at 12:18 p.m.

Tim Burpoe made the motion that a particular individual be appointed as president of North Country Community College. The motion was seconded by Pete Suttmeier.

Action: Approved

Yes: Timothy Burpoe, Jerry Griffin, Daniel Kelleher, Mary Irene Lee, Anne McDonald, Mark Moeller, Courtney Oakes, Stephen Reed, and Richard P. Suttmeier.

No: None

Abstain: None

Mary Irene Lee made a motion to adjourn executive session at 1:30 p.m. Anne McDonald seconded the motion. The motion was approved unanimously (9-0-0).

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously (9-0-0). The Board meeting was adjourned at 1:30p.m.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "S.G. Hurwitch".

Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

DRAFT

Friday, April 26, 2018

Motion:

Second:

Action:



Academic Affairs
North Country Community College
VPAA Report to the Board of Trustees
April 26th, 2019

Greetings to you all! I hope this finds you and yours well. The end of the semester and the academic year is rapidly approaching and with it come the stresses of wrapping it up and the celebrations of doing so successfully. Here is a summary of items from our area...

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

- ***Summer/Fall 19 Registration***
 - Fall 19 pre-registration for continuing students wrapped up two weeks ago and our first New Student Registration is slated for April 27th. At this point, we are close to last year (32 fewer students registered) and expect we can make that up before students leave for the year.
 - Summer 19 registration is also underway and we are trending similar to last summer's enrollment. We expect to see an uptick given the enrollment initiatives underway.
- ***Academic Planning***
 - *Non-traditional Students – Quarter Course Proposals:* One of our major enrollment initiatives, there are folks across the College working with Alex and his team to launch this is Summer 19 with more robust enrollments expected for Fall 19. A multi-disciplinary team continues to meet to ensure a smooth launch, addressing items from placement testing, to academic advising, to tracking.
 - *St. Joe's Proposal* – Similar to the quarter-course proposal, Cammy Sheridan has been working with Alex and his team to launch a set of two degree pathways for St. Joseph's Rehabilitation Center staff to earn (*AA Lib Arts* or *AAS Human Services*). This, too, is expected to launch in Summer 19.
 - *Transition to Blackboard:* The new Academic Technology Coordinator position is much appreciated as the individual, Terry Kemp, has been able to provide much needed support and training to the faculty and students on Blackboard. In addition, we have signed an agreement with SUNY to receive off-hours and other help for students and faculty alike. We also expect to offer additional training options for the faculty this summer to support their adoption of and transition to the new learning management platform. We expect the platform will be helpful in supporting the quarter course proposal.
 - *Campus Advisory Boards:* We completed the CABs in early April. Overall, they were well-attend, representative, and offered us much to consider as we continue to examine how best respond to our communities' needs. A common theme across the CABs was workforce training, particularly in the area of soft-skills and we have already been moving on items that were asked of us during the sessions. Many thanks to all who participated.
 - *Program Advisory Boards:* Our final 18-19 Program Advisory Board meeting, Human Services, is taking place today. Composed of representatives from the workforce (practitioners/ employers) area high schools/BOCES, students, alumni, higher ed partners and others they are incredibly valuable to help ensure that the programs are well-tuned and delivering the education students need to be successful in the field and/or when they transfer. We are exploring adding a criminal justice advisory board for next year.
 - *Continuing Ed:* Our work in this area continues with lots of interest and energy around workforce development trainings. This is in large part due to the support the College receives through SUNY to support workforce training. Dave SG has worked with partners across Essex and Franklin Counties, underwriting \$43,000 in training to employers including the Akwesasne Mohawk Casino, Mountain Lakes Services,

International Paper and a serve-safe training to food handlers in businesses in the Ticonderoga area. We continue outreach to our workforce partners in Essex and Franklin Counties to identify training needs in the region and see if those might be supported by the SUNY Workforce Development Grant. Dave SG has led those efforts and thus far has received proposals for training from partners include the Ti Area

- *St. Regis Mohawk Tribe:* Bruce Kelly is leading our efforts at establishing an extension site at Akwesasne and offering two courses in Fall 19 at the SRMT's new tribal building. There are several items to work out with our St. Regis Mohawk tribal partners, but all parties are excited about the prospects. We meet again on April 25th to finalize plans for marketing and getting the word out to prospective students. Thank you to all who have helped out.

- **Academic Programs:**
 - *AA Lib Arts and Sciences – Hum/Soc Science – Teacher Ed Track* – The proposal, which underwent significant modification as it moved through program-level review, is being reviewed by the Curriculum Committee.
 - *Advanced EMT:* The proposal is at NYSED and we are hopeful that we are nearing the end of the approval process.
 - *AAS Nursing to Malone:* The items requested by NYSED have been sent to them and is under review.
 - *LPN and RN Self-Study:* Our Nursing Director, Sandy Gothard, working with her department and several other faculty/staff led the self-study of both nursing programs. The NYSED team was on campus March 26th-28th, 2019 for the reaccreditation review of both programs and we expect a report on their findings over the next few weeks. Our reviewers found much to celebrate including the care of and commitment to our students by the faculty and larger College community. There were also several areas that we'll need to address to bring the programs in line with expectations including credential levels of our class/clinical faculty and updating the library collection with nursing materials. Those activities are well underway.

- **Middle States / Assessment of Student Learning:**
 - We have five program reviews taking place this year: In addition to *AAS Nursing*, program reviews are being conducted for *AAS Massage Therapy*, *AS Business: Sports and Events Mgmt*, *AS Environmental Science*, and *AS Health Science*. External review teams will be on campus soon.
 - Our next important activity will be Assessment Day on May 13th, 2019 when departments come together and complete their end of semester assessments and plan for next fall.
 - Relatedly, we have a monitoring report to prepare and submit to Middle States by September 1, 2019 which documents (1) *sustainability of implemented corrective measures (Standard V Educational Effectiveness Assessment and Standard VI Planning, Resources, and Institutional Improvement)*; (2) *use of assessment results to improve educational effectiveness (Standard V)*; and (3) *improved financial viability and sustainability (Standard VI)*.
 - We have pushed the time of the Self-Study Design draft out until we complete the review of our mission, vision and values, ensuring they fit us today. It is our hope that from the campus-discussions on the topic a common set of understandings around those will emerge by the time we end the semester. At this point, we are anticipating that our liaison will visit the campus in Fall 19 and will complete the self-study design over the summer.

- **College Bridge:** Luke is working with area high schools on the 19-20 schedule of classes.

- **Professional Development:** We've had several PD opportunities since the last Board meeting including a customer service training provided by Alex which our Records and Academic Affairs folks were able to participate in. Faculty have also been active including conferences with the Assessment Network of NY, NYS LPN Programs annual meetings, among others. Stacey Mascia-Susice, Professor of English, attended, delivered a paper and served as session chair at the annual Popular Culture Associations National Conference in Washington, DC.
- **Academic Policies:** As the Board knows, one of our sophomore Rad Tech students, Andie Carpenter, passed away unexpectedly this semester. Our Rad Tech faculty asked us to consider posthumously awarding a degree to Andie. The *Academic Policy and Standards Committee* worked with us to create a policy which was approved by the Senate at their April meeting and is front of you today. We thank you for considering its adoption.

★ **Faculty/Staff Appointments:**

Several searches are underway including:

- Massage Therapy Director: *the search is completed*
- Business Instructor (x2): *the search is winding down with finalists already having visited*
- Nursing Instructor (x3) *the finalists are scheduled to be on campus in late April/early May*
- LAC Coordinator (SL) *the search is winding down with finalists already having visited*
- LAC Coordinator/Hum/SS Instructor (Ti) *the search is winding down with finalists already having visited*
- Sports and Events Mgmt Instructor *search cancelled due to enrollment and budget concerns.*

Many thanks to all who have served on these search committees this year!

★ **Grants and Experiments:**

Here is a brief update on our grants:

- *Second Chance:* The program is in full swing with Summer 19 preparations underway. Many thanks to Sarah, Marianne and Dan for their work in keeping things humming with our DOCCS and FCI partners!
- *P-TECH Programs* – Our P-TECH students continue with a presence at our Malone campus on weekday mornings. We expect that pattern to continue next year as well. We also have added another pathway for students, Criminal Justice, which is expected to help with enrollment.
- *Perkins:* No changes to report.

★ **Other:**

- Congratulations to Bruce Rowe for being elected to serve as the FCCC Vice President for the 19-20 academic year! This is quite an honor for Bruce and for North Country CC!

Respectfully submitted,

Joe



Marketing and Enrollment Report- April 2019

Following is a summary report for Marketing and Enrollment. We are pleased to share with you that total number of applications are up for Fall 2019 by 2.2 % and admits are up by 13%. These are two key indicators for Fall 2019 enrollment. we will be monitoring them for the next four months leading to fall 2019.

Admissions Report as of 4/15/2019

Current Year: 2019
 Data Date: 4/15/2019 *Rough estimate based on available data in CAMS

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2011	Fall 2012	Fall 2013	Fall 2015	Fall 2015	Fall 2016	Fall 2017	Fall 2018
	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	Final	Final	Final	Final	Final	Final	Final	Final
Fall Applications (YTD)	1,514	1,430	1,368	1,246	1,166	1,298	1,269	1,228	1,256	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802
Deposits	389	423	315	206	163	157	162	126	177	449	479	351	481	472	533	451	405
Admits	559	568	589	622	491	521	522	406	468	696	653	771	797	694	762	724	522
Wait List (Nursing, RAD)	26	4	24	70	85	64	47	76	61	27	4	24	38	63	39	59	17
Other Application Status	61	237	68	30	0	0	0	0	0	16	253	32	3	1	3	0	0
Received Applications Pending Review	1	4	6	28	22	50	19	26	13	2	4	9	1	24	7	4	8
Incomplete Applications	67	80	280	279	393	413	491	576	549	170	217	390	14	233	342	322	597
Application Withdrawn	106	98	65	9	10	14	18	14	18	131	109	76	581	181	68	74	237
Inactive Application	0	0	0	0	0	76	7	1	1	0	0	0	0	0	167	260	12
Application Rejected	305	16	21	2	2	3	3	3	1	352	21	20	6	214	6	4	4
Registered First Time, Transfer and Readm	0	0	0	0	0	0	0	0	0	628	640	510	575	469	443	456	426

Detailed report:

Fall applications: 1256 (+2.28%)

Deposits: 177 (+40% **I'm guessing this was just a timing issue in FA18, as the FA18 number is very low)

Admits = accepted + waitlist + paid- 693 (+13.9%)

Waitlist (PN/RT only): 59 *just a clarification that we only waitlist students for competitive admissions/restricted seat-count programs.

Rec'd Application pending review: 173 *this number references applications submitted within the last 48 hours and have not been review yet by a counselor, AND applicants for the RN program that cannot be officially accepted/denied program entrance until the completion of the SP19 semester.

Incomplete Applications: 377 *applicants are contacted weekly in a cycle of email, postcard and phone call.

Application/Acceptance Withdrawn: 23*prospects & admitted students who have requested we pull them from communication.

Inactive application: 1 *only used for international applicants who cannot change their SEVP status

Application rejected: 1 *rare—only used for students without a HSE or valid high school completion credential.

BRIDGE PROGRAM

We have also begun monitoring Bridge Program (high school seniors taking NCCC credit bearing courses at their high schools). This will be a good benchmark going forward to track how many students we attract from this program and how we can increase the numbers. We have also started direct communication with teachers and students in this program to share importance of NCCC and their ability to reduce their debt burden by enrolling at NCCC.

College Bridge Conversion –

Current seniors in Bridge classes: 510

CB seniors who applied to NCCC: 132 (25.88%)

CB Admitted: 118 (23.17%)

**Will be able to provide numbers of registered following the April event.

ADULT LEARNERS RECRUITMENT

Our adult marketing is generating new inquiries and we will capitalize on this to attract more adult students to NCCC for Fall 2019 and beyond. Results of our marketing is shared below:

Landing Pages Google Clicks 3/27 thru 4/15 (Based on top 150 ranking of total clicks. That means a click total greater than 5 for the week.)

Page URL	Total Google Clicks
http://www.nccc.edu/adults	95
http://www.nccc.edu/learn-earn3 (Mailed to residences)	5
http://www.nccc.edu/spring2019	1,226
http://www.nccc.edu/onlinebiz	522
http://www.nccc.edu/moreinfo Non-Trad Learners, NRCCUA	80
http://www.nccc.edu/libartsonline	694

http://www.nccc.edu/register April 27 Registration	516

Interest Forms Generated:

<http://www.nccc.edu/adults> -- 14

<http://www.nccc.edu/learn-earn1> -- 2
Postcard to Residences

<http://www.nccc.edu/onlinebiz> -- 4

Apps Generated: 2

<http://www.nccc.edu/libartsonline> -- 1

Apps Generated: 1

<https://www.nccc.edu/adkvacation.html> -- 9

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim Vice President of Enrollment Management recommends the appointment of Rachel Zurschmit (Gebhardt) to the full time, twelve-month exempt appointment as Assistant Director of Admissions, effective April 29, 2019 at an annual salary of \$54,576,

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 appointment of Rachel Zurschmit (Gebhardt) to the full time, twelve-month exempt appointment as Assistant Director of Admissions, effective April 29, 2019 at an annual salary of \$54,576

This position is currently funded in the 2018/19 operating budget.

2018/19-15
MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:

Tara Smith
Director of Human Resources
North Country Community College
PO Box 89
Saranac Lake, NY 12983

Dear Ms. Smith,

Please accept this letter to indicate my intent to apply for the Assistant Director of Admissions position. I believe that I can continue to provide to the college, the dedication and professionalism required of this position that I have exhibited during my interim appointment. My goal is to continue to provide exemplary service and support to prospective students, their families, and to the college.

In my time with North Country, I have serviced prospective students across the state with exploring their academic opportunities at NCCC. I have represented the college at countless recruitment events including college fairs, High School visits, and our continued support and participation in the SUNY Roadshow. I have maintained strong relationships with the guidance counseling community in St. Lawrence, Jefferson, Lewis, and counties in the Central New York region.

When the college decided to split the Enrollment and Financial Aid Office into two stand alone departments, I saw this as my opportunity to do more. The initiative that I am most proud of establishing in my interim role is launching the annual college fair on the Saranac Lake campus. With my contacts in Higher Ed Admissions and the guidance counseling, the college fair has had over 60 Admissions representative attend each year and we have been able to fund bussing costs for the high school students within our service area.

My professional growth since I joined the NCCC community in August of 2009 has included obtaining a Master's Degree and Advanced Certificate with SUNY Plattsburgh, serving two terms on the executive board for the SUNY College Admissions Professionals organization, and participation on several college committees. You will find my resume enclosed with the details of my qualifications for this position. Thank you for your consideration.

Sincerely,

Rachel S. Gebhardt (Zurschmit)
Interim Assistant Director of Admissions
North Country Community College

Rachel S. Gebhardt (Zurschmit)

PO Box 302 Lake Placid, NY 12946 | 315-857-4000 | rachelgeb@yahoo.com

OBJECTIVE

- To obtain a leadership position in higher education, specifically Enrollment Management and Admissions, that allows me to assist the Associate Director and senior Admissions/Enrollment Management staff in all aspects of the Admissions Office, the college, and surrounding communities.

EDUCATION, CERTIFICATES, AWARDS

BACHELOR OF ARTS | 2009 | SUNY POTSDAM

- Major: Art History
- Specializations: Museum Studies, Greek & Roman Art & Architecture

CERTIFICATE | 2012 | SUNYCAP LEADERSHIP INSTITUTE

- Certificate in Enrollment Management

MASTER OF SCIENCE | 2015 | SUNY PLATTSBURGH

- Major: Leadership
- Advanced Certificate: Leadership

SUNYCAP ACHIEVEMENT AWARD | 2017

- For excellence and innovation in recruitment of special applicant groups that promotes the importance of enrollment and retention.

PROFESSIONAL WORK EXPERIENCE

INTERIM ASSISTANT DIRECTOR OF ADMISSIONS | NORTH COUNTRY CC | DECEMBER 2014-PRESENT

- General college recruitment: college fairs, high school visits, college programs/workshops, special events
- Assist with on-campus and off-campus recruitment events including the launch of the Annual College Fair
- Organize and coordinate annual regional outreach for recruitment regions. Coordinate recruitment travel assignments for Admissions staff
- Counsel and inform prospective students and families regarding college programs, services, and opportunities
- Visits to high schools in the following counties in New York State: St. Lawrence, Jefferson, Lewis, Herkimer, Oneida, Oswego, Onondaga, and Monroe
- Coordinate various on-campus events and programs including Open Houses, Visit Days, and special visits of school groups and college-bound programs
- Review and evaluate applications for admissions to the College in accordance with the College's guidelines. Evaluate and interpret high school records, GED/TASC results, standardized test scores, college transcripts, and other admissions related credentials
- Review applications with special circumstances
- Review and processing of International Student applications: functions as DSO (Designated School Official), issue I-20's for all incoming international students, on-going updates with SEVP & SEVIS
- Assisted with creation of new Admissions View book and supporting recruitment materials
- Assist with day-to-day operations and supervision of Admissions Staff and student workers: daily reporting and tracking of application flow, correspondence with prospective students, visits, and work assignments
- On-going training of Admissions Staff and student workers
- College committees & governance activities: Special Admissions Committee, Senate Advising Committee (2015-present), NCCAP Promotions Committee (2011-2015), Senate Long Range Planning & Budget (2012-2015), Malone Transfer Fair (2017), search committees (Dean of Students, Nursing Clinical Coordinator-Chair, Athletic Assistant/Women's Soccer & Lacrosse Coach); SUNYCAP Executive Board

(Community College Representative, 2016-2018), SUNYCAP Conference Committee (2016-present, Workshop Chair 2018-present)

ENROLLMENT & FINANCIAL AID COUNSELOR | NORTH COUNTRY CC | AUGUST 2009 – DECEMBER 2014

- General college recruitment: college fairs, high school visits, college programs/workshops, special events
- Assist with on-campus and off-campus recruitment and financial aid events
- Counsel and inform prospective students and families regarding college programs, services, and opportunities
- Visits to high schools in the following counties in New York State: St. Lawrence, Jefferson, Lewis, Herkimer, Oneida, and Oswego
- Provide enrollment and financial aid counseling for new and returning students and families
- Review and evaluate applications for admissions to the College in accordance with the College's guidelines. Evaluate and interpret high school records, GED/TASC results, standardized test scores, college transcripts, and other admissions related credentials
- Review and processing financial aid applications
- Other related duties as assigned: conduct campus tours, prospective student communication, work-study supervision, CAMS data clean-up
- College committees and Governance activities: NCCCAP Promotions Committee (2010-2015), Chancellor's Award committee (2010-2013), TAB Training (2011-2012), Senate Campus & Student Life (2011-2012), Middle States Standard 8 (2010), Senate NTP Representative (2010-2014), Senate Long Range Planning & Budget (2012-2015), Presidential Inauguration (2013), Senate Enrollment Committee (2013-2014), search committees (HR, Enrollment & Financial Aid Counselor); SUNYCAP Executive Board (Community College Representative, 2012-2014)

STUDENT AMBASSADOR | SUNY POTSDAM | APRIL 2006 – MAY 2009

- Facilitate campus tours, answer questions for prospective students and families
- Reaching out to prospective students, parents and guidance counselors
- Enter data into Banner and Microsoft Office programs (including Excel)
- Perform various office tasks: direct mailing, filing, etc.

INTERN | ART CABINET NANTUCKET | JUNE - AUGUST 2008

- Perform various office tasks: direct mailing, filing, transfer of contacts into Access, etc.
- Communication with clients, new customers, and artists
- Inventory of art work, packing, unpacking, handling, and hanging in gallery
- Worked closely with owner, clients, artists, and generating new customers (including providing private openings and private sales)

Professional References

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NORTH COUNTRY COMMUNITY COLLEGE

2019 - 2020 BUDGET

	2017-2018 Budget	2018-2019 Budget	2018-2019 Forecast	2019-2020 Budget	2019-20 Budget More (Less)			
					vs. 2018-2019 Forecast		vs. 2018-2019 Budget	
REVENUES								
In-State Tuition	\$ 3,428,160	\$ 3,363,284	\$ 3,444,325	\$ 3,726,703	\$ 282,378	8.2%	\$ 363,419	10.8%
Out-of-State Tuition	608,685	575,484	507,397	837,905	330,508	65.1%	262,421	45.6%
Fees	1,121,500	1,036,500	1,326,731	1,336,500	9,769	0.7%	300,000	28.9%
Sponsors' Contribution	2,480,000	2,380,000	2,380,000	2,380,000	-	0.0%	-	0.0%
Chargebacks	682,500	741,750	544,801	634,250	89,449	16.4%	(107,500)	-14.5%
State Aid	3,704,326	3,712,070	3,688,099	3,738,613	50,514	1.4%	26,543	0.7%
Contributions & Other Income	991,450	1,034,080	1,034,080	1,098,500	64,420	5.2%	64,420	6.2%
Total Revenues	13,016,621	12,843,168	12,925,432	13,752,471	827,039	6.4%	909,303	7.1%
EXPENDITURES								
Salaries	6,614,537	6,594,294	6,407,620	7,170,437	762,816	11.9%	576,143	8.7%
Benefits								
Payroll Taxes	488,054	509,667	491,205	548,538	57,333	11.7%	38,871	7.6%
Medical	1,331,094	1,906,102	1,945,911	2,062,677	116,766	6.0%	156,575	8.2%
Retirement	659,829	603,960	689,617	646,507	(43,110)	-6.3%	42,547	7.0%
Other	110,635	92,810	142,633	91,286	(51,347)	-36.0%	(1,524)	-1.6%
Total Benefits	2,589,612	3,112,539	3,269,366	3,349,008	79,643	2.4%	236,469	7.6%
Equipment	151,330	31,930	31,930	82,075	50,145	157.0%	50,145	157.0%
Contractual								
Rental	1,455,380	1,455,130	1,437,272	1,455,130	17,858	1.2%	-	0.0%
Utilities	327,700	301,000	300,443	295,750	(4,693)	-1.6%	(5,250)	-1.7%
Maintenance	219,650	214,650	174,694	207,650	32,956	18.9%	(7,000)	-3.3%
Office & General Supplies	108,124	79,804	49,319	88,027	38,708	78.5%	8,223	10.3%
Advertising	224,575	170,950	170,950	172,950	2,000	1.2%	2,000	1.2%
Professional Services	227,950	104,300	424,308	101,400	(322,908)	-76.1%	(2,900)	-2.8%
Information Technology	257,050	298,670	298,670	353,170	54,500	18.2%	54,500	18.2%
Library and Instructional Supplies	219,720	183,008	201,412	196,923	(4,489)	-2.2%	13,915	7.6%
Scholarships	360,000	340,000	515,000	515,000	-	0.0%	175,000	51.5%
Travel	183,850	147,415	147,504	169,770	22,266	15.1%	22,355	15.2%
Property & Liability Insurance	145,000	135,000	168,355	140,000	(28,355)	-16.8%	5,000	3.7%
Miscellaneous	181,213	180,715	165,087	195,805	30,718	18.6%	15,090	8.4%
Total Contractual	3,910,212	3,610,642	4,053,013	3,891,575	(161,438)	-4.0%	280,933	7.8%
Total Expenditures	13,265,691	13,349,405	13,761,929	14,493,095	731,166	5.3%	1,143,690	8.6%
Surplus / (Deficit)	\$ (249,070)	\$ (506,237)	\$ (836,497)	\$ (740,624)	\$ 95,873	-11.5%	\$ (234,387)	46.3%
Second Chance Pell Net Surplus	\$ 206,190	\$ 435,059	\$ 736,391	\$ 750,000	\$ 13,609	1.8%	\$ 314,941	72.4%
Transfer from Fund Balance	\$ 42,880	\$ 71,178	\$ 100,106	\$ -	\$ (100,106)	-100.0%	\$ (71,178)	-100.0%
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ 9,376	9,376	#DIV/0!	9,376	#DIV/0!

NORTH COUNTRY COMMUNITY COLLEGE
2019 – 2020 BUDGET
EXECUTIVE SUMMARY

SUMMARY

North Country Community College presents a \$14,493,095 budget to support operations for the 2019 – 2020 academic year. The budget assumes an enrollment of 1,025 FTE's from traditional students which is a 9% increase over the previous year. Several strategic initiatives such as additional admissions staff, new on-line programs, increased scholarship for out-of-state students and new marketing efforts support the increased enrollment. Out of State Tuition is up due to a projected enrollment increase and a 4% tuition increase. The budget reflects a \$731,166 (5.3%) increase in spending over 18-19 projected spending for core programs and a revenue increase of \$827,039. The budget reflects a net deficit from core programming of \$740,624 which is offset by a \$750,000 surplus in Second Chance Pell.

Second Chance Pell Program – This program is budgeted with 145 FTE's, \$1,411,200 in revenue, \$661,200 in expenses and is providing the college with a net surplus of \$750,000.

Salaries are up \$576,143 (8.7%) from the 18-19 budget due to contractual obligations of about 2.5%, and new strategic hires.

STRATEGIC INITIATIVES INCLUDED IN BUDGET

- Excellence in Teaching *
 - Adjunct Pay increase of \$25 per credit hour
 - Additional IT Staff member to support faculty
 - Replacement of Classroom Desks / Chairs
 - Professional Development Maintained
 - New Academic Programs *
 - Teacher Education Track
 - Two New Online Programs – Liberal Arts / Business
 - Second Chance Pell Continuation
 - Maintain Student Access *
 - Increase Adk Scholarship \$2,600 – increase Out-of-State Students
 - Additional Recruitment Strategies – Hiring 2 new admissions staff to increase application conversion rate. Redirected marketing dollars to different efforts. New Web/Social Media position.
 - Financial Sustainability *
 - Investment income of \$60,000
 - Fund Balance % to budget is among the highest of all Comm. Colleges
- Capital Budget – Includes critical as supported by County contributions.

REVENUES

Tuition & Fees

- Tuition rates for in-state and out-of-state students was increased 4% for 19-20
- In-State Tuition was increased \$196 for an annual cost of \$5,076.
- Out of State Tuition was increased \$462 for an annual cost of \$11,972.

NORTH COUNTRY COMMUNITY COLLEGE
2019 – 2020 BUDGET
EXECUTIVE SUMMARY

County Sponsorship

- Total county funding will remain the same as the previous year at \$2,480,000. Each county contribute \$1,240,000 towards operations and \$50,000 towards capital funding. The \$100,000 in combined capital funding has been moved from the operating budget and is in a separate capital budget.

State Aid

- NCCC received a \$100 increase in the base aid rate. NYS has shifted the funding model for Community Colleges away from the aid per student FTE to a minimum base aid rate that can increase over time but will not decrease with enrollment declines.
- State rental aid is a reimbursement of all leases paid by the college and the State is currently returning 41% of those leases to the college versus 49% 5 years ago.
- Aid to small colleges is funding for colleges below 2,000 FTE's. This funding remains the same as last year at 188,000.

Other Revenue

- Contribution income is projected to be \$950,000 and represents the giveback from the NCCC Foundation after receiving rent from the college and making their bond payments.
- The remaining revenue includes interest & earnings, rental of real property and miscellaneous.
- Chargeback Revenue represents the number of FTE's inside NYS but outside of Franklin and Essex counties X the calculated chargeback rate of \$2,950.

EXPENDITURES

Salaries & Benefits

- Additions to salaries include contractual obligations \$200,000, 2 new admissions staff \$85,000, a new IT staff person to support faculty \$60,000, a staff member to maintain the website and social media needs \$60,000 and an increase of \$32,000 for the incoming President's salary. Health insurance is up \$116,766, or 6%, from 18-19 projected actual.

Contractual Expenses

- Overall contractual expenses are up \$280,933, (7.8%) from the 18-19 budget mostly due to the increase in the out of state scholarship of \$175,000 and a \$54,500 increase in technology spending.



**North Country Community College
CAPITAL BUDGET
2019-2020**

	<u>Annual Budget</u>
Revenues	
State Approved Match	\$ 150,000
County Portion	100,000
Chargeback Revenues	50,000
Total Revenues	\$ 300,000
Projects	
Critical Infrastructure and Maintenance Upgrades	\$ 300,000
Backup Generator - Malone	25,000
Roof Replacement - Saranac Lake	10,000
Exterior Door Replacement - Saranac Lake	40,000
Classroom Furniture and Equipment	45,000 ⁿ
Nursing Computers - Saranac Lake and Malone	45,000
Information Technology Equipment - Malone	60,000
Information Technology Equipment - Saranac Lake	75,000
Total Expenditures	\$ 300,000
Net Surplus/(Decrease)	\$ -

**North Country Community College
2nd Chance Pell
2019-2020**

	2019-20 <u>Budget</u>	2018-19 <u>Budget</u>	<u>Variance</u>
Revenues			
Tuition, Fees and Books	\$ 1,075,000	\$ 650,000	\$ 425,000
State Aid	436,200	330,046	106,154
Offset to Expense	(100,000)	(200,000)	100,000
Total Revenues	\$ 1,411,200	\$ 780,046	\$ 631,154
Expenses			
Salaries	\$ 340,000	\$ 206,897	\$ 133,103
Regular	126,367	76,897	49,470
Adjunct	147,900	90,000	57,900
Overload	65,733	40,000	25,733
Benefits	85,000	38,790	46,210
Payroll Taxes	26,010	16,000	10,010
Medical	35,203	14,000	21,203
Retirement	22,691	8,290	14,401
Other	1,096	500	596
Equipment	2,000	2,000	-
Contractual	234,200	97,300	136,900
Supplies-Office	2,913	1,200	1,713
Supplies-Other	8,496	3,500	4,996
Books	192,920	80,000	112,920
Copier Charges	500	500	-
Printing-External	120	50	70
Shipping and Handling	120	50	70
Travel	29,131	12,000	17,131
Total Expenditures	\$ 661,200	\$ 344,987	\$ 316,213
Net Surplus/(Decrease)	\$ 750,000	\$ 435,059	\$ 314,941

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Assistant Dean of Institutional Research and Support recommends the appointment of Terrance Kemp to the full time, temporary, twelve-month exempt appointment as Academic Technology Coordinator, effective April 1, 2019 and for the remainder of the 2018/2019 academic year at an annual salary of \$58,535,

WHEREAS the Vice President of Administration/CFO hereby concurs in this recommendation,

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 appointment of Terrance Kemp to the full time, temporary, twelve-month exempt appointment as Academic Technology Coordinator, effective April 1, 2019 and for the remainder of the 2018/2019 academic year at an annual salary of \$58,535,

This position is currently funded in the 2018/19 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2018/19 academic year and will not be renewed.

2018-19 | #9

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:

Terrance M. W. Kemp
50 Shepard Avenue
Saranac Lake, NY 12983
h: (518) 891-7075 m: (518) 572-4598
kempfam@roadrunner.com

EXPERIENCE:

North Country Community College, Saranac Lake, NY, 2018 – present Technology Contractor

- Provide training sessions to and materials for faculty on working with Blackboard Learn
- Create user identities, and academic course shells in Blackboard Learn
- Provide support to faculty and students in MoodleRooms and Blackboard Learn
- Participated in Blackboard training sessions with Blackboard and SUNY trainers
- Perform additional tasks as directed by NCCC Information Technology Director

North Country Community College, Saranac Lake, NY, 2011 - present Learning Assistance Center Tutor

- Provide tutoring in mathematics, computer applications, biology, and business
- Administer Accuplacer exams in the LAC and during new student registration
- Promote the LAC service to new adjunct instructors
- Created "drop in math tutoring"
- Worked to streamline data collection
- Performed compilation and analysis of end-of-semester data

Fisher & Kemp Building Services, Saranac Lake, NY, 1994 - present Owner, Operator

- Perform billing and budgeting of customer accounts
- Assure compliance with local, state and federal building codes and recording requirements
- Maintain a twenty-five-year relationship with residential caretaking customers
- Provide design, construction and maintenance services
- Supervised and scheduled up to nine employees

North Country Community College, Saranac Lake, NY, 2002 - 2005, 2011 - 2017 Adjunct Math Instructor

- Created and taught lesson plans for Prealgebra, Elementary Algebra, Introduction to Mathematical Concepts, and Technical Mathematics
- Initial investigator of, and pilot instructor for, the Quantway remedial math program
- Provided individual and group tutoring sessions

Saranac Lake Central School District, Petrova Elementary School, Saranac Lake, NY, 2007 - 2010 Long-Term Substitute Teacher

- Responsible for lesson design, preparation, implementation, and assessment. Worked closely with allied teachers, therapists, assistants, and parents to create an inclusive learning environment for students with special needs
 - Five month appointment as a first grade teacher
 - Four week appointment as a fourth grade teacher
 - Three month and ten month appointments as a Physical Education teacher.

Saranac Lake Central School District, Saranac Lake, NY, 2005 - 2009
Elementary School Substitute Teacher

- Substituted for regular classroom teachers, special education, art, and physical education teachers in the Bloomingdale, Petrova, Lake Clear, and Lake Colby buildings.

L.P. Quinn Elementary School, Tupper Lake, NY, 2008 - 2009
Elementary School Substitute Teacher

- Substituted for regular classroom teachers in grades K through 6.

EDUCATION:

State University of New York, Plattsburgh, NY, 2004 - 2007
Master of Science for Teachers with a Science Concentration

State University of New York, Potsdam, NY, 1979 - 1982
Bachelor of Arts in Psychology

ADDITIONAL INFORMATION:

- Perform in, and assist with, theatrical productions of community and professional theatre organizations
- Past tutor in mathematics to students in the NYSEF program
- Provided videography, editing, and reproduction services for the Saranac Lake High School musicals
- Coached in the Saranac Lake Youth Soccer program, five summers
- Taught Sunday school at the First Presbyterian Church in Saranac Lake
- Resident Assistant at SUNY Potsdam, 1980 - 1981

REFERENCES:

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President's Report to the Board of Trustees
 April 18, 2019

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

Date:	With:	Location:
4/1-4/2/2019	Academic Impression Conference – Mergers, Partnerships & Collaborations	Boston, MA
4/4/2019	Customer Service Training Adult Recruitment	Saranac Lake Campus
4/5/2019	Malone Campus Advisory Board	Malone Campus
4/11/2019	Chancellor Johnson Visits Saranac Lake Campus with Assemblyman Jones and State Senator Betty Little	Saranac Lake Campus
4/11/2019	PSC President Cathy Dove	Saranac Lake
4/13/2019	Phi Theta Kappa Honorary Induction Ceremony	Saranac Lake
4/16/2019	JMZ Presentation to College Community and Sponsoring County Representatives-Final Report-Saranac Lake Campus Master Plan	Saranac Lake Campus

- 2) **Middle States 2020-21 Self Study – Mission & Institutional Priorities** –On February 12th and April 12th, the College hosted open forums to take up our current mission statement, vision statement and to look at our proposed institutional priorities to include in our self-study design proposal. Below is a table that shows three institutional priorities that MSCHE has selected for each institution center column). The far right column lists another two institutional priorities that has emerged out of feedback received at the open forums and through on-going input from the College community. The Senate will review these institutional priorities at their May meeting and I am requesting similar feedback from the Board of Trustees at the May 10th meeting.

	Middle States Recommends...	Priorities that have been discussed at NCCC over the years...
Institutional Priorities	<ul style="list-style-type: none"> • <i>Reaffirm Accreditation</i> • <i>Campus Community Inclusivity</i> • <i>Charting a path to continuous improvement</i> 	<ul style="list-style-type: none"> • <i>Streamlining institutional processes through data-driven planning and interdepartmental collaboration(including facilities, IT, enrollment, academic affairs) to help inform and improve strategic planning, curricular and program review</i> • <i>Increasing institutional sustainability, community engagement, and student success through enrollment initiatives related to recruitment, retention, persistence, and completion grounded in student support and services that specifically</i>

- 3) **Update on Search for Vice President for Marketing and Enrollment** – At the March meeting of the Board of Trustees, the search firm, RH Perry was selected to assist the College. I am currently assembling the search committee and RH Perry has begun assisting the College with the development of a position profile and the cultivation of a qualified pool of candidates. The position was advertised nationally on April 10th. We estimate that we will begin interviews of semi-finalists in mid to late May.
- 4) **Pool Discussion Update** – On March 11th, YMCA staff offered to develop a feasible plan for the College to consider to operate the pool. Once I have the YMCA proposal in hand, I will share it with the College community. I will at that time also begin developing a recommendation to the Board of Trustees on what are the next steps for us to consider regarding the pool facility. As always, we continue to explore options!
- 5) **Saranac Lake Master Plan** – JMZ presented their final report to the College community and representatives from the sponsoring counties on Tuesday, April 16th. The final report was also distributed to the College community and the Board of Trustees on April 14th. Following the presentation on the 16th, we will also want to obtain the Senate’s recommendation prior to the Board of Trustees adopting a resolution regarding its support of the Saranac Lake Master Plan. Following any Board action, the conversation that is needed in the near future is one regarding whether our sponsoring counties will support the master plan. The overall plan is estimated at \$36,000,000 (includes retaining the pool) and JMZ presented an initial 4-year action plan for the first phase of the plan – estimated at \$22,000,000 (whereas a smaller portion of that amount would be funded in the first four years of phase one).
- 6) **Commencement Speaker 2019** – This year’s commencement speaker will be Dr. Paul Miller, CEO and Principal of Green tech High Charter School in Albany, NY. Dr. Paul Miller has demonstrated incredible success in educational renewal and reform at Green Tech. He is an accomplished author on community development and on cyberbullying. Dr. Miller has been a regular speaker for community groups nationwide. A press release announcing Dr. Miller as this year’s commencement speaker will be distributed next week.
- 7) **Update on Shared Governance Guiding Principles Document** - In December, the Shared Governance Working Group met to review the feedback we had received from various shared governance stakeholder groups on the draft document. One of the items we discussed then was the need to have clearer understanding in how across the College community we looked at shared governance terminology. Below are the first two pages from the Guiding Principles document. On April 12th, the College hosted an open forum to discuss some of the definitions and principles the working group weighed in December. As a result of that open forum, we have updated the principles and definitions sections of the Guiding Principles document and have distributed the draft document for final action by all of our stakeholder groups. Below is the section of the Guiding Principles document for your review. I am requesting that each shared governance stakeholder group to endorse these changes to the draft document and to endorse the overall document. This action item is represented in the Board of Trustees’ agenda under Old Business. An excerpt from the draft document addressed in the open forum

is listed below. As a reminder, I sent this information to Board members and the College community on April 13th:

From pg. 3 of Guiding Principles of Shared Governance:

Principles of Shared Governance

The following statements reflect guiding principles of shared governance that we value and attempt to emulate in our daily practice of decision-making and communication.

Decisions that will widely affect the college community are vetted broadly across stakeholder groups for input. Depending on the issue at hand, those inputs can range from formal recommendations through established committees (e.g. Curriculum Committee) to informal recommendations emanating from an open forum.

Major institutional decisions are communicated broadly with the College community whenever possible.

Examples would include:

- Anything that merits a press release
 - Anything that involves physical movement of departments/programs
 - Including adding new sites
 - Anything that involves new construction
 - Anything that involves movement of more than \$50,000 from one budget category to another.
 - The creation of or major revision of a senior leadership position.
 - If a member of the college community feels that either of the above principles has been violated, their representative can bring the issue to President's Council, where all groups are represented.
 - When decisions are enacted that differ from what was recommended by another stakeholder, the decision-maker is encouraged to share their plan of action and its rationale and solicit additional input from the recommending entity BEFORE the decision is enacted.
 - Shared governance and participatory decision-making are widely valued, but it is also understood that this form of decision-making and communication is less likely in instances of true emergency or safety-related crisis.
 - In an effort to have the greatest level of participation in the shared governance process, representatives of collective bargaining units (NCCCAP, CSEA) are invited to participate in multiple venues. However, rules of engagement for collective bargaining and mandatory items subject to negotiation are largely pre-determined by NYS labor laws and PERB practices, and while they may and often do help inform the discussion at hand, the actual negotiation occurs at a time and location set aside for it.
 - Discourse in the shared governance setting promotes healthy debate and supports institutional values of respect and professional communication.
- 8) **NCCCAP-College Tentative Agreement 2019-21:** The College and NCCCAP negotiations teams met in late March and reached a tentative agreement for the NCCCAP-College contract for the period of September 1, 2019-August 31, 2021. The union membership approved the tentative agreement on April 16th. The tentative agreement is included in the Board packet and will be reviewed and acted upon by the Board at the April 26th meeting.
- 9) **AdWorkshop Institutional Brand Report** – Ad Workshop has been conducting a brand analysis study for the College since the early part of the fall semester. They will present the results of their study and survey work to President's Council and other representatives of the College community in early May. At that time, the College will provide feedback to AdWorkshop whereas they will finalize the new brand for the College. We will present the brand results to the College community and the Board of Trustees thereafter.

New Business:

**Board of Trustees' Adoption of
North Country Community College's
Guiding Principles of Shared Governance**

April 26, 2019

**Shared Governance at NCCC:
Principles, College Constituency Groups, Processes and Procedures**

Prepared by the Shared Governance Working Group
April 2019

Introduction

This document was created by the Shared Governance Working Group. It is intended to assist members of the College community with clarifying the roles, responsibilities and processes that shape governance within various institutional groups and then to illustrate how these various groups interact and work with each other in the larger context of shared governance.

Both the American Association of University Professionals (AAUP) and the Middle States Commission on Higher Education have written extensively on what shared governance is and why it is a valuable and essential part of the successful operation of an institution of higher education.

At a September 29, 2017 College-wide session on shared governance, the following definition of shared governance for the College was presented to the College community and we believe it succinctly captures the essence of our commitment to promote shared governance throughout the institution:

Shared Governance is a system that encourages and supports diverse input across the many constituencies at the College so that the best decisions can be made, particularly in terms of policy, planning, programs, and budget.

As a member of the College community, you are a member of at least one of the constituencies that have roles in shared governance, and thus you have an opportunity to engage directly in College decision-making. Our strength as an institution is directly related to the level of participation in governance. We encourage all members of the College community to be a part of institutional governance and we hope the information provided here will clarify how it works and further fuel your interest to join us in this important work.

- Shared Governance Working Group
- July 23, 2018

Principles of Shared Governance

The following statements reflect guiding principles of shared governance that we value and attempt to emulate in our daily practice of decision-making and communication.

- Decisions that will widely affect the college community are vetted broadly across stakeholder groups for input. Depending on the issue at hand, those inputs can range from formal recommendations through established committees (e.g. Curriculum Committee) to informal recommendations emanating from an open forum.
- **Major institutional decisions** are communicated broadly with the College community whenever possible. Examples would include:
 - Anything that merits a press release
 - Anything that involves physical movement of departments/programs
 - Including adding new sites
 - Anything that involves new construction
 - Anything that involves movement of more than \$50,000 from one budget category to another.
 - The creation of or major revision of a senior leadership position.
- If a member of the college community feels that either of the above principles has been violated, their representative can bring the issue to President’s Council, where all groups are represented.
- When decisions are enacted that differ from what was recommended by another stakeholder, the decision-maker is encouraged to share their plan of action and its rationale and solicit additional input from the recommending entity BEFORE the decision is enacted.
- Shared governance and participatory decision-making are widely valued, but it is also understood that this form of decision-making and communication is less likely in instances of true emergency or safety-related crisis.
- In an effort to have the greatest level of participation in the shared governance process, representatives of collective bargaining units (NCCCAP, CSEA) are invited to participate in multiple venues. However, rules of engagement for collective bargaining and mandatory items subject to negotiation are largely pre-determined by NYS labor laws

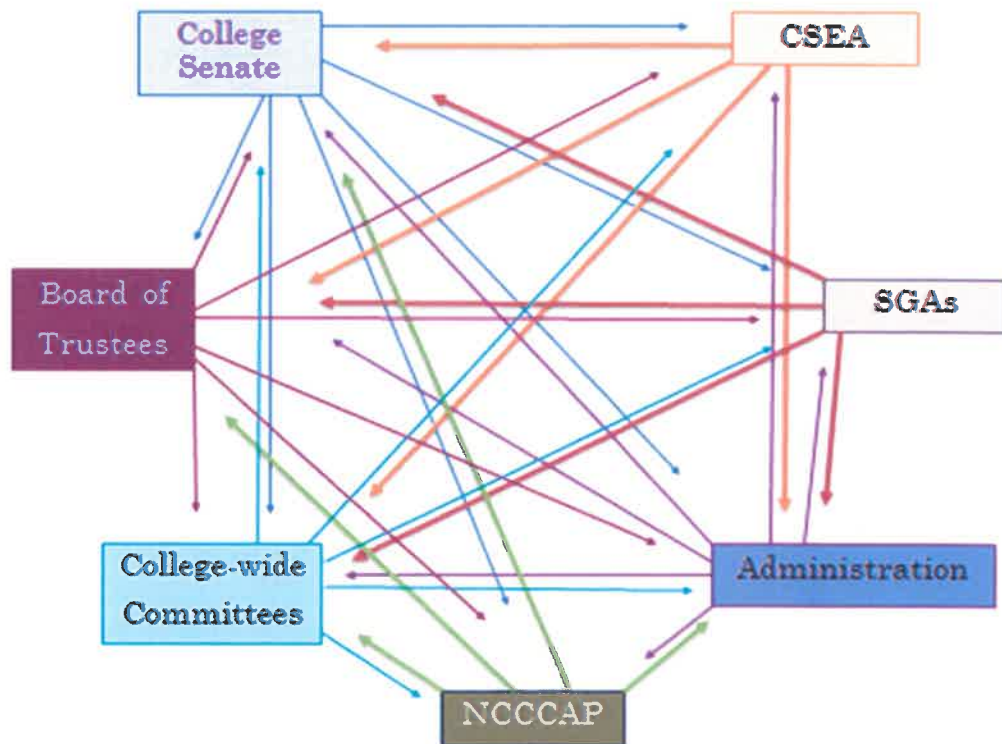
and PERB practices, and while they may and often do help inform the discussion at hand, the actual negotiation occurs at a time and location set aside for it.

- Discourse in the shared governance setting promotes healthy debate and supports institutional values of respect and professional communication.

Constituency Groups – Roles and Responsibilities

Shared governance involves various stakeholder groups at the institution. There are a variety of institutional issues that require some form of engagement among groups. Engagement can range from the informal to the formal, from conversation to written resolution, from recommendations to final decision. There is rarely a singular path for most decisions, and, in fact, the most important matters of the College are often vetted back and forth among different stakeholder groups before final actions are taken. The following diagram illustrates the ideal communication pathways of the shared governance system at NCCC. These entities need clear channels of communication among and between each other. Decisions need to be communicated to the larger College community and once decisions are reached they need to be shared with outside constituencies such as Essex and Franklin counties and SUNY.

Shared Governance Entities & Communication at NCCC



This next section describes each of the key stakeholder groups, how governance functions within each group and how each group interacts with other stakeholder groups in enacting shared governance. The descriptions of each group provided here are not meant to be exhaustive, and it is advised to reach out directly to each entity to learn more about how it

functions in the context of governance both internally and in relation to the rest of the College community.

College Senate

The mission of the College Senate is to provide a representative governing body of the faculty, administration, staff, and students of the College who meet to review, discuss, and advise on issues pertaining to College policies and procedures. The governing body promotes interdisciplinary understanding of College policy, and supports the judicious, yet expedient, operation of the policy-making process.

There are nine subcommittees of the Senate that review various items and make recommendations to the full College Senate. Membership in these committees is defined by the College Senate By-Laws. In many cases, individuals are able to join based upon interest in the work of the subcommittee. In terms of the composition of the larger College Senate, the voting membership includes elected representatives from faculty, non-teaching professionals, classified service employees, management confidential employees, students, and the NCCC Foundation and the NCCC Association.

The College Senate Chair sits on President's Council and other College-wide committees as needed to represent the Senate in other areas. Because of its wide representation of all areas of the institution, the College Senate is the primary location for the vetting of policies, procedures, and other ideas. Depending on the particular item, College Senate sends its recommendations forward to the appropriate Vice President, the College President, or the Board of Trustees directly.

Board of Trustees (BOT)

Based upon New York State law, the BOT serves as the fiduciary agent of the College. The Board is responsible for decisions related to most new hires, reappointments, promotions, the annual budget, the strategic plan, new academic program proposals, new policy or substantive change to a current policy, and substantive changes in current curriculum. The Board's sole employee is the College President. The College President, in the form of recommendations, brings all items for action before the Board of Trustees (with exception of the President's contract and performance evaluation). The Board of Trustees is comprised of ten members: one student trustee elected from the student body, four Governor-appointed representatives and five appointments shared between the two sponsoring counties. The Board's committees include the Audit Committee, Personnel Committee, Enrollment Management Committee, Student Services and Student Life Committee, the Finance, Security and Facilities Committee and the Academic Affairs, Programs and Policies Committee. The Board of Trustees periodically conducts a self-evaluation of its performance and sets goals based upon the results.

The Board of Trustees formally invites key College stakeholder groups to report out at Board meetings. In addition, some Board members generally attend College Senate meetings, periodically meet with other stakeholder groups, and are visible at many of the College-wide events hosted throughout each year.

President and Administration

The College President is the chief executive officer of the College and the sole employee who reports directly to the Board of Trustees.

The College President receives recommendations from various shared governance stakeholder groups and, upon review and approval, forwards recommendations to the Board of Trustees for their action. Policy changes, new academic programs, substantial changes to current academic programs, annual budgets, employee hires, negotiated collective bargaining agreements, and promotions are some of the major items that move through various shared governance activities prior to arriving at the President's office.

In the context of shared governance, the College President serves as an ex-officio member of College Senate, appoints/authorizes members to College-wide committees (Campus Safety, Diversity and Inclusion), and facilitates engagement in shared governance activities between the Board of Trustees and other shared governance groups.

President's Council

The College President created a President's Council in Fall 2012. The Council consists of the Vice President for Administration/CFO, Vice President of Academic Affairs, Dean of Admissions, Associate Dean of Academic Affairs, Director of Development, College Senate chair, collective bargaining unit (union) presidents, and campus coordinators from Ticonderoga and Malone campuses.

The Council meets every two weeks during the academic year and less frequently in the summer break period. The Council addresses key questions at each meeting where the President can receive recommendations on how the College should proceed on these matters.

Minutes of the Council are posted to the College's SharePoint site. Key questions often relate to request to search a position once vacant, new position proposals, accreditation, enrollment management, facilities, policy review and development. Some items are reviewed at President's Council in order to determine the group or groups within shared governance the

item needs to be forwarded to next so that the College insures that established practices are followed.

NCCC Association of Professionals (NCCCAP)

The NCCC Association of Professionals is the collective bargaining unit for professional staff. All full-time Professional personnel who hold either Faculty or Non-Teaching Professional (NTP) positions are eligible to be members of NCCCAP. This excludes Civil Service Employee Association (CSEA) members, Confidential Administrative Assistants, or Management Confidential employees (as listed in the current contract).

Per the NCCCAP bylaws, NCCCAP provides a forum where members

- a. May express their ideas and have a voice in the continuing development of the College, and
- b. May promote interdepartmental understanding.

The primary purpose of NCCCAP is to work with administration to negotiate a contract pertaining to working conditions for the NCCCAP members.

NCCCAP may also study and recommend policies for approval by the president of the College, and, when necessary, by the Board of Trustees, concerning

- a. The academic program and work environment of the College,
- b. The atmosphere of academic freedom and intellectual integrity at the College,
- c. The cultural and social aspects of College life, and/or
- d. The general welfare of members of NCCCAP.

Civil Service Employee Association (CSEA)

CSEA members serve the College community in a variety of support areas, including clerical, custodial, maintenance and technology, and thus have important perspectives to contribute to the shared governance system. As with NCCCAP, both formal and informal mechanisms have been created to capture the CSEA perspective, including the College Senate, Presidents' Council as well as standing and ad hoc committees.

The CSEA collective bargaining unit (Unit 6810) is part of the New York State CSEA organization. The Unit is comprised of both full-time and part-time civil service employees, in either competitive or non-competitive titles. At the College, CSEA's primary purpose is to monitor the working conditions and benefits that have been negotiated in its contract.

Student Government Associations (SGA)

The current structure of student governance at NCCC includes three separately elected Student Government Associations, one for each campus. Executive boards for each campus include a President, Vice President, Treasurer, and Secretary, plus two additional Senators-at-Large. The SGAs are responsible for allocating funds generated by mandatory Student Activity Fees to benefit social, cultural, recreational, and educational programming. This includes approving funds for student organizations and student activities on all three campuses. Advocacy and civic engagement are also principal values inherent to student leadership at the College.

Each SGA holds regular meetings with a College advisor from the Student Life Office to determine fiscally responsible spending decisions, plan student outreach efforts, and collaboratively coordinate service learning opportunities for the SGA leadership and student body.

SGA meetings and meeting minutes are open to the College community. SGA members are invited and encouraged to participate in College committees in order to actively engage in wider shared governance practices at the College. By default, SGA representation is included on the NCCC Association Board of Directors and College Senate. Additionally, SGAs collect input from their constituents through advisory boards, forums, listening sessions, and questionnaires. In addition, the student body at large chooses a Student Trustee to serve on the College BOT.

Academic Departments

While individual department *members* may have many roles within the shared governance system, *academic departments* as a whole have a more limited range. The two areas where departments are formally involved within the shared governance process are curriculum and academic policy decisions.

The Curriculum Committee ideally (and most often in practice) has representatives serving from all academic departments. Typically, those representatives bring new/revised items that are presented to the Curriculum Committee back to their departments for review and input, which the representative then shares with the committee.

The College currently follows an additional process when it comes to new academic programs, which provides another layer of departmental involvement prior to Curriculum Committee receipt of those proposals. Once a department has drafted a new program proposal, it shares it with all departments who will be directly involved or impacted, requesting their input. This

more informal process of working with academic departments before a proposal is moved to Curriculum Committee has been found to be a more inclusive process and to create a better product for Curriculum Committee to review as well as helping the committee to be as informed as possible before a decision is made. See Figure 2 below for a complete view of the curriculum change process.

The Academic Policies and Standards Committee (APS) was created to have a similar constituency as the Curriculum Committee. Both are standing committees of the College Senate. However, in practice that has not always been the case, perhaps in part because the timing of issues arising tends to be irregular. Regardless, in an effort to increase departmental involvement in the process, the College has adopted the same practice instituted for new program proposals, where new/revised academic policies are distributed to departments prior to formal review by APS. Again, this process is more inclusive and has led to a better product in the end for the College governance process to act upon.

College Wide Committees

Campus Safety Committee – Mandated by Section 129A of State Education law, the Campus Safety Committee has specified membership. The committee annually audits the College’s compliance with Section 129A, discusses safety issues, and recommends actions to the College president.

Calendar Committee – The Calendar Committee prepares the academic calendar. It has representatives from administration and faculty at large as well as NCCCAP and CSEA. Led by the Registrar, the Calendar Committee recommends future academic calendars to President’s Council for final adoption by the Council and the College President.

Diversity and Inclusion Committee – The Diversity and Inclusion Committee is a College-wide committee established by the College President and led by the College Diversity Officer. It was formed in September 2016 to provide strategic direction for members of the College community on improving diversity and inclusion in College policy, practices, and curriculum. This task force includes members from all campuses and meets regularly to advance the Diversity Plan goals. Progress reports are shared by the College Diversity Officer at every College Senate meeting.

Shared Governance Working Group – The Shared Governance Working Group formed in 2016. Its purpose is to regularly assess the quality of shared governance at the institution. Its membership is representative of most shared governance stakeholder groups, including representatives from the Board of Trustees, the College President, the Executive Assistant to

the President, management confidential staff, and leadership from College Senate, NCCCAP and CSEA. Thus far, it has annually prepared a shared governance survey for community members and analyzes the survey results and shares them with the College community.

The working group meets on an average once a month, and currently throughout the calendar year and makes recommendations to stakeholder groups as to how to insure shared governance principles and processes are widely disseminated and followed and to discuss how they can be improved. In Fall 2017, the working group hosted a College-wide forum on shared governance, one result of which was a recommendation to add a campus representative voice to the shared governance process. As a result, the College President added the campus coordinator positions to President's Council.

External Groups

The following groups are legally separate from the College but play key roles in the overall decision-making and communication processes for the College. The NCCC Association and the NCCC Foundation both play a role in the College's internal shared governance process.

NCCC Association

The NCCC Association is a separate organization from the College that is a special 501C3 organization established to provide support to the College. It is responsible for providing a host of services for the College community that include housing, food service, catering, vending, and bookstore operations. The Association's Board of Directors is comprised of student leaders, College administrators and faculty, and a member of the Board of Trustees. The Foundation Director also attends as a non-voting participant and observer. The Executive Director of the Association also regularly attends the College Senate meetings. In addition, in major critical incidents or emergencies for the College, the Association plays an important support role in providing resources.

NCCC Foundation

The NCCC Foundation is a separate organization from the College that provides specific services to support the College's overall operations. It is responsible for overseeing properties it controls (primary properties are the Ticonderoga and Malone campuses) and for facilitating both "friend-raising" and fund-raising activities to support the College. The Foundation's Board of Directors is comprised of senior administrators, one Board of Trustees member and members from the surrounding community whose desire is to advance the College through support and philanthropy. The Foundation

administers donations to the College for an array of functions that include student scholarships, facilities, and professional development and support. The Foundation Director is a member of President's Council and is supervised by the College President (on behalf of the Foundation's Board of Directors). The Foundation's Director regularly attends College Senate and NCCC Association meetings.

The following external groups are not part of the shared governance process at the College. However, a number of actions must legally move from the College to these external entities for business to be completed.

SUNY

Most changes to the curriculum require at a least two additional approvals, one from SUNY and the other from the New York State Department of Education (NYSED). For the curriculum, this includes new program proposals, substantive program changes (e.g. adding a track/concentration, changing the delivery mode, etc.), and program deactivations and discontinuances, to name the most frequent ones. By and large, the SUNY approval is a mechanism to ensure that the proposal meets SUNY policy and requirements, whether that be Seamless Transfer, SUNY General Education, Service Area designations, and the like. Before a proposal makes its way to SUNY, the expectation is that it has gone through the College's internal governance process. Once at SUNY, the College's assigned program reviewer will then work with Academic Affairs on any fine-tuning of the proposal before it gets moved to NYSED for their review and, hopefully, approval.

In addition to curriculum items, changes to the delivery of programs (e.g. adding an online option), adding locations where the College operates (e.g. additional sites, extension centers, and branch campuses) and programs that move into areas that the College has not been approved to offer (e.g. for NCCC, that would include the trades) require SUNY review and approval as well. Contributions for capital (facilities) improvements, which are matchable by the state, need to be approved by SUNY, whether they come from public or private sources.

New York State Education Department (NYSED)

As noted above, the next level of review and, in some cases the final one, is with NYSED. Program registrations and any changes to existing programs must be approved by NYSED before those programs can be offered or those changes instituted. The same holds true for program delivery, programs in new academic areas and new locations. All roads to NYSED must first pass through SUNY, who, after their review, send along the

proposal and recommendation to NYSED, triggering NYSED’s review. In some cases, there are additional levels of review and approvals required, including the Governor’s Office (e.g. adding a branch campus and master plan amendments).

Middle States Commission on Higher Education (MSCHE)

One final level of review is with Middle States Commission on Higher Education. In addition to their accrediting the College and reviewing the accreditation at established times, changes which they define as “substantive” require their review and approval. In most cases, the work with SUNY and NYSED to register curriculum suffices for MSCHE and does not require additional MSCHE review. However, those institutional changes which MSCHE considers substantive, including a change to the mission of the College, a departure from the existing slate of academic programs, and the addition of new instructional sites and locations, does require MSCHE review and approval.

Sponsoring Counties – Essex and Franklin

The College was created in 1967 following the request that Essex County and Franklin County legislative bodies sent to the State of New York. The College’s Board of Trustees is comprised of 10 members of which 5 are appointed by the two counties. The two sponsoring counties have three primary responsibilities. They must annually review and approve the College budget before September 1. Their review and approval is limited to the budget in its totality as they are not permitted to engage in line approval of the annual budget. The two sponsoring counties are also required to review and approve all collective bargaining contracts that are negotiated between the College administration and labor. The College administration serves at the counties’ representation in these negotiations. New York State law also has a provision that the state will match capital expenses for every dollar that sponsoring counties approve for a NYS community college.

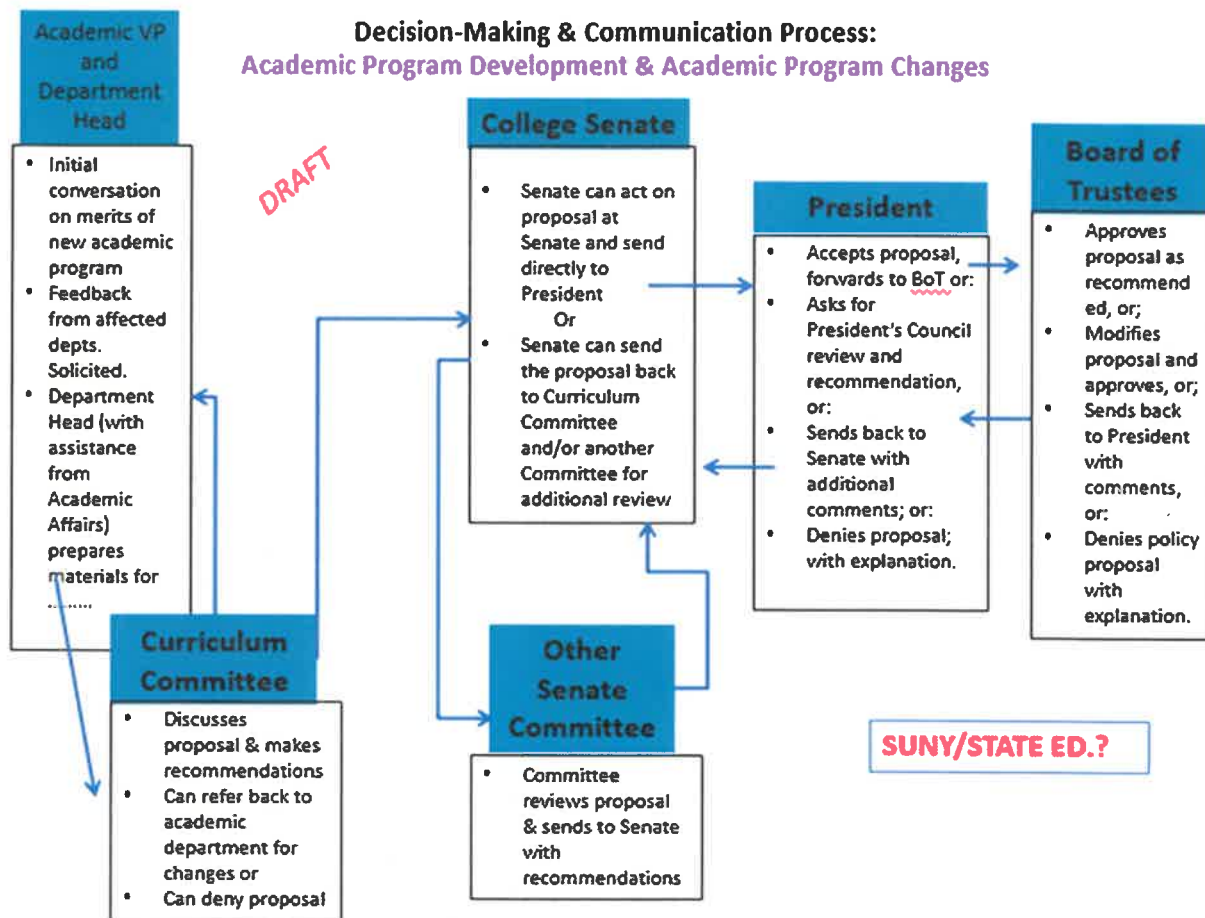
Shared Governance

The principles of shared governance are enacted as institutional decisions flow through various entities. Specific processes and procedures may change as decisions move up the chain, but the overall goals of broad input and clear communication are vital at every step.

Examples of Process Models to Illustrate Shared Governance

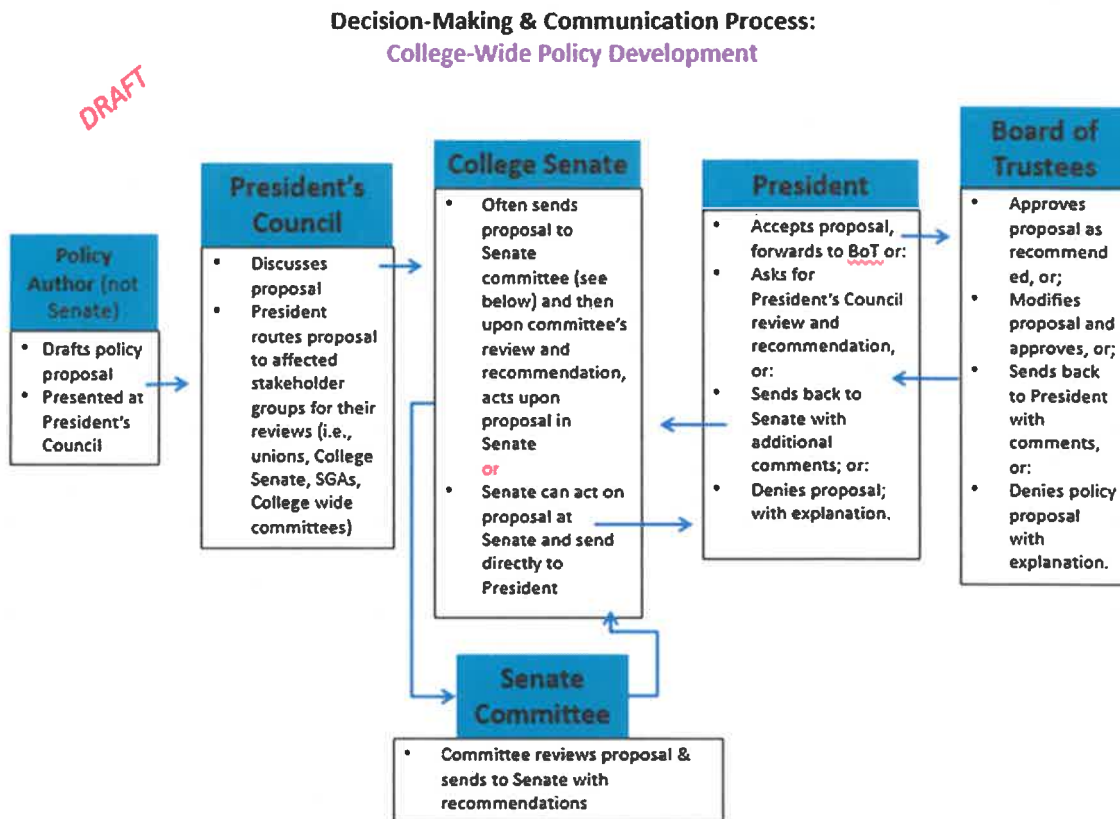
This first example maps out the development, review and approval process for the creation of a new academic program,

Figure 2:



The next example maps out the process for development, review and approval of a College policy.

Figure 3:



Conclusion

Is there one process to follow for enacting a decision?

There is usually one process that exists between two stakeholders, for example in new program development, but it is not impossible for multiple processes to be in play with a proposal under review. A good example is the proposed change to the current smoking policy. The Senate has recommended a change in the smoking policy to the administration. The administration and both collective bargaining units are obligated to negotiate any change in the current smoking policy as this proposal constitutes a “mandatory” item subject to negotiation. The administration would need agreement from the collective bargaining units, and if something is successfully negotiated there, it would be incumbent on the administration to circle back to Senate to review any changes negotiated that reflect a different proposal than the one initially put forth by the College Senate. Shared governance isn’t always linear and it can be messy, but it functions this way as a means to insure maximum input and feedback and that the processes required between two or more stakeholder groups are honored.

The Shared Governance Working Group invites all members of the College community to be part of the shared governance process by expressing your views in all groups of which you are a member as well as by running for Senate membership and/or joining committees of interest.

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the College does not have a policy for awarding degree to students who recently passed away and were close to completion of their academic credential, and

WHEREAS the College shares in the tragic loss of a senior student in radiologic technology program in the Spring 2019 semester, and

WHEREAS the Academic Policy and Standards Committee and the Senate recommends a policy for awarding academic credentials posthumously to students, and the President concurs with this recommendation with modification,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the policy on honorary degrees (awarded to students posthumously) attached hereto and will become effective immediately.

2019 #17

MOTION:

SECOND:

ACTION:

Yeas:

Nays:

Abstentions:

DATE: April 26, 2019

Policy on Honorary Degrees for Students (Posthumously Awarded)

April 2019

I. History

Historically, the College has not awarded posthumous degrees for deceased students. Recently, NCCC lost a student in her final semester in good academic standing. Several members of Senate met and asked the Academic Policy and Standards Committee to consider creating a proposal and recommendation for this endeavor. After discussion and consideration, the committee unanimously approved of this initiative to recognize deceased students, who would have completed their final semester at NCCC.

II. Rationale

Our reputation in the communities that we serve has consistently been noteworthy in terms of individualized advising, challenging curriculum, wellness initiatives, and student life activities, all of which ensure that students have a positive experience while here. It is in keeping with this reputation that we will continue to recognize students who are no longer with us by noting their academic accomplishments and it will be of little cost for the College.

III. Policy

The College does not always receive word that a student has passed away; therefore, anyone in the College may assist in keeping the Vice President of Academic Affairs office apprised of these instances.

The Vice President of Academic Affairs Office may recommend to the College President that a deceased student be awarded an honorary degree by the College if the following criteria have been met:

1. Academic Standing: The student must have had a GPA of 2.0 or higher;
2. Semester Term: The student must have been within six credits of his/her final semester at NCCC;

The College President will review the recommendation by the Vice President of Academic Affairs and make a final decision.

Honorary Degree: The student's family or closest acquaintance shall receive a framed honorary degree; the degree folder will also be presented at commencement.

Policy proposal recommended by College Senate to the College President on April 12, 2019

Policy proposal modified by the College President on April 15, 2019

Policy proposal as modified forwarded to the Board of Trustees for their review at the April 26th, 2019 meeting.



NORTH COUNTRY COMMUNITY COLLEGE
College Senate Committee Recommendation Form

Committee Name: Academic Policy and Standards Committee


Action Requested: Approval of Honorary Degree (Posthumously Awarded)

Date of committee approval: February 28, 2019

Committee Chair signature: Stacey L. Mascia-Susice **Date:** March 13, 2019

College Senate approval? Yes 4/12/19 No

If No, rationale: [Click here to enter text.](#)

Senate Chair signature:  **Date:** 4/12/19

College President approval? Yes with modification No

If Yes, anticipated date or semester/year to implement requested action: Spring, May 2019

If Yes, with Modification – the degree is awarded by the College President upon recommendation of the Vice President for Academic Affairs (see attached Honorary Degree policy)

If No, rationale: [Click here to enter text.](#)

College President signature: Steven J. T. Pratt **Date:** April 15, 2019

NORTH COUNTRY COMMUNITY COLLEGE

RESOLUTION

WHEREAS the current NCCCAP contract expires August 31, 2019, and

WHEREAS NCCCAP, the collective bargaining unit and the College administration have engaged in Negotiations in 2018-2019; and

WHEREAS a tentative agreement (attached) was reached between the parties on March 29, 2019; and

WHEREAS the NCCCAP membership voted to accept the proposed contract on April 16, 2019; and

WHEREAS the proposed tentative agreement pending approval by the College and the two co-sponsoring counties will become effective September 1, 2019 through August 31, 2021,

NOW, THEREFORE, BE IT

RESOLVED that the Board of Trustees of North Country Community College hereby approves the NCCCAP contract with the terms of agreement effective September 1, 2019 through August 31, 2021.

2019- #18

MOTION:

SECOND:

ACTION:

Yeas:

Nays:

Abstentions:

DATE: 4/26/19

**MEMORANDUM
OF
TENTATIVE AGREEMENT**

**Between
COUNTIES OF ESSEX AND FRANKLIN**

and the

**NORTH COUNTRY COMMUNITY COLLEGE
As Joint Employers**

AND

**THE NORTH COUNTRY COMMUNITY COLLEGE ASSOCIATION OF
PROFESSIONALS**

CONTINUATION OF CURRENT AGREEMENT

WHEREAS, the parties have entered into a Collective Bargaining Agreement for the period September 1, 2015 through August 31, 2019 (“2015-2019 Agreement”);

IT IS HEREBY AGREED, the Parties enter into the following tentative successor agreement subject to ratification of each party pursuant to each party’s rules, regulations and procedures.

1. The term of the agreement shall be September 1, 2019 through August 31, 2021.

2. **SALARY INCREASE**

ARTICLE 6.1 (a) through (g) shall be amended and replaced with the following:

- a. Attached as Schedule C are the salary matrices for all full-time professional staff by rank and/or classification effective September 1, 2019 and September 1, 2020.
- b. Effective September 1, 2019, each returning professional staff member will advance a step on Schedule C, receiving an increase in annual salary of one-half percent (1/2 %) of his/her 2018/2019 annual salary plus one thousand dollars (\$1,000.00) over his/her 2018/2019 annual salary, and will nominally be placed on Schedule C under Column B by rank and/or classification in the cell which advances each returning professional staff member one step.
- c. Effective September 1, 2020, each returning professional staff member will advance a step on Schedule C, receiving an increase in annual salary of one percent (1 %) of his/her 2019/2020 annual salary plus one thousand two hundred fifty dollars (\$1,250.00) over his/her 2019/2020 annual salary, and will nominally be placed on Schedule C under Column B by rank and/or classification in the cell which advances each returning professional staff member one step.
- d. If a successor agreement is not entered into by September 1, 2021, the professional staff will not advance an additional step on the salary matrix

~~(Schedule C). If a Memorandum of Agreement is not entered into by December 31, 2019 for a successor agreement, the annual salary of each returning bargaining unit member shall be increased by \$875. If a Memorandum of Agreement is not entered into by December 31, 2019 for a successor agreement, effective January 1, 2020, the contribution to the Health and Welfare fund shall be reduced by \$125 to \$875 for each bargaining unit member.~~

- e. Paragraphs 6.1 (d) through (g) are deleted and the remaining paragraphs 6.1 (h) through (i) will be re-lettered.
3. Article 4.11 will be deleted.
4. The parties will convene labor management committees to continue to negotiate modifications in the following areas:
 - a. Promotion eligibility and timelines under Article 7.3
 - b. Evaluation frequency and timelines under Article 7.2
 - c. Language pertaining to retrenchment of staff under Article 8.1
 - d. Documentation of medical necessity beyond five days under Article 9.1b
 - e. Disability leave and alternative work accommodations under Article 9.11
5. All other terms of the 2015-2019 Collective bargaining agreement that are not modified by this agreement are continued. The parties will prepare a new agreement incorporating the agreed upon changes into a new successor collective bargaining agreement.
6. **RATIFICATION**

March 29, 2019

This tentative agreement is made subject to each party's right and obligation to have the agreement ratified pursuant to each party's rules, regulations policies and procedures.

March 29, 2019

NORTH COUNTRY COMMUNITY COLLEGE

Dated: 3/29/19

By: 

Dr. Steven Tyrell

NCCC President

**NORTH COUNTRY COMMUNITY COLLEGE ASSOCIATION OF
PROFESSIONALS**

Dated: 3/29/19

By: 

Lee Susice

NCCCAP President

SCHEDULE C

NORTH COUNTRY COMMUNITY COLLEGE ASSOCIATION OF PROFESSIONALS

Salary Schedule – Steps 1-24

2019 – 2021

	A	B	C
STEP	8/31/2019	2019-2020	2020-2021
1	32143		
2	33462	33304	
3	34782	34629	34887
4	36101	35956	36226
5	37421	37282	37565
6	38741	38608	38904
7	40060	39935	40244
8	41380	41260	41584
9	42699	42587	42923
10	44019	43912	44263
11	45339	45239	45602
12	46658	46566	46941
13	47978	47891	48281
14	49297	49218	49620
15	50617	50543	50960
16	51937	51870	52299
17	53256	53197	53639
18	54576	54522	54979
19	55895	55849	56318
20	57215	57174	57657
21	58535	58501	58996
22	59854	59828	60336
23	61174	61153	61676
24	62493	62480	63015
25		63805	64355
26			65694

SCHEDULE C

NORTH COUNTRY COMMUNITY COLLEGE ASSOCIATION OF PROFESSIONALS

Salary Schedule – Steps 25-50

2019 – 2021

	A	B	C
STEP	8/31/2019	2019-2020	2020-2021
25	63813		
26	65133	65132	
27	66452	66459	67033
28	67772	67784	68373
29	69091	69111	69712
30	70411	70436	71052
31	71731	71763	72391
32	73050	73090	73731
33	74370	74415	75071
34	75689	75742	76409
35	77009	77067	77749
36	78329	78394	79088
37	79648	79721	80428
38	80968	81046	81768
39	82287	82373	83107
40	83607	83698	84447
41	84927	85025	85785
42	86246	86352	87125
43	87566	87677	88465
44	88885	89004	89804
45	90205	90329	91144
46	91525	91656	92483
47	92844	92983	93823
48	94196	94308	95162
49	95483	95667	96501
50	96803	96960	97874
51		98287	99180
52			100520