



Board of Trustees Meeting Agenda

11:00 a.m. | Friday, December 17th, 2021

Hybrid: Hodson Hall 105, Saranac Lake Campus | Zoom

- I. Call to Order
- II. Approval November 19th, 2021 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Vice President for Marketing & Enrollment Management
 - Interim Chief Financial Officer
 - November 2021 Financials
 - 2022-2023 Tuition and Fees Proposal
 - Interim Associate Vice President of Student Affairs
 - President
 - Budget Planning Process Proposal
 - Resolution | Policy – Conflict of Interest
 - Resolution | Emeritus Status – P. Sayles
 - Resolution | Emeritus Status – J. Steinberg
- V. Representative Reports
 - NCCC Association
 - NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment*
- IX. Executive Session
- X. Adjourn

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

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



*Board of Trustees Meeting Minutes
November 19th, 2021 | 11:00am
Hybrid Meeting: HH-105 & Zoom*

Board Members Present: Steve Reed, Mark Moeller, Jerry Griffin, Pete Suttmeier, Mary Irene Lee, Donna Wadsworth, Jessica Kemp, Dan Kelleher

Excused: Mark Moeller

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Shir Filler, Kim Irland, Tara Smith, Kyle Johnston, Erik Harvey, Diana Dudley, Kim Duffey, Scott Harwood, Lee Susice, Erin Walkow, Rob Rathbun, Terry Kemp, Tina Lamour, Amy Tuthill, Bruce Rowe, Becky LaDue, Cammy Sheridan, Kevin Symonds, Brian O'Connor

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

Meeting has not met quorum; board chair starts meeting with department reports.

College Senate

Shir Filler reported:

- Incremental progress on planned focus this year deciding which committees are best situated within the Senate and mapping out difference between committee and task force
- Email policy Task Force is going well, including student input.
- Student onboarding planning continues, including involvement of Senate Exec Committee members related to concerns related to students not having/purchasing textbooks.
- Cantwell property donation
- Process of Special Election to replace Shir as College Senate Chair for the Spring 2022 year.
- FCCC alternate delegate search to replace Lisa Williams who moved to FCCC Delegate role.
- Next meeting Friday, December 10th – Mary Irene Lee will represent the Board that this meeting.

NCCCAP

Lee Susice reported:

- Negotiation meetings continue with the College Administration, and they have been productive.

CSEA

No report

Board Chair Report

Steve Reed reported:

- Held a meeting with Erin Walkow to discuss the future of the Foundation and offered support by the College Board.
- There was a brief call with Dan Kelleher, regarding potential options for tightening up the College's budget and forecast.

Interim Vice President for Academic Affairs

Sarah Maroun highlighted her report:

- New York State Department of Education approved the Health Care Administrative track. Academic Affairs will
- Board of Trustees Minutes | November 19th, 2021

begin working together with the Marketing and Enrollment department on how best to announce the new program track.

* At 11:04 a.m. Jessica Kemp joined the meeting. The Board meeting now meets quorum.

* At 11:09 a.m. Donna Wadsworth joined the meeting.

Vice President for Marketing and Enrollment Management

Kyle Johnston reported:

- Application snapshot was added to the report organized by Spring and Fall 2022 semesters, campus, and programs which highlight their status. This dashboard will be regularly shared moving forward.
- Spring 2022 numbers show 117 applicants; applicant number increased by 18 when compared to this time last year.
- Confirmed students' numbers show 29 students ready for registration, when compared to 25 last year to date.
- Fall 2022; there are 275 applications in process and already accepted. The new streamlined process has proven successful.
 - The Board noted that the enrollment graphics in the report have been helpful and briefly discussed their usefulness.
- The Board briefly discussed the decision-making process for students and the academics response.
- There was discussion on concurrent enrollment, focus was on the Bridge Program and New visions.
 - The discussion continued into continuing programs and the difference in experience now that faculty and students are in a remote setting.
- Kyle shared that he has met with SUNY Institutional Research to gather data as it is related to community colleges and their students in the bridge programs. Compared to national numbers the comparison is like SUNY. The marketing campaign for that demographic was shared with the Board.
- He shared the current program marketing campaigns and future outreach in the coming months.
- Spring enrollment campaign will start this weekend and will continue through January 26th.

Board moved to approve the following resolutions:

Mary Irene Lee made a motion that the North Country Community College Board of Trustees hereby approves the temporary appointment of Samantha Phillips, to the full-time, 221-day, exempt appointment as Enrollment/Financial Aid Counselor, for the remainder of the 2021-22 academic year, effective November 29, 2021, at an annual salary of \$44,602. Dan Kelleher seconded the motion. The motion was unanimously approved (7-0-0)

Dan Kelleher made a motion that the North Country Community College Board of Trustees hereby approves the temporary appointment of Erin Ruthenberg, to the full-time, 221-day, exempt appointment as Enrollment/Financial Aid Counselor, for the remainder of the 2021-22 academic year, effective November 29, 2021, at an annual salary of \$44,602. Jessica Kemp seconded the motion. The motion was unanimously approved (6-0-0)

Interim CFO:

Erik Harvey reported:

- Notes were shared on the current Forecast; he explained the increase numbers of FTEs and compared them to the persistence rate. Expenses are under review to identify more revenue.
- Members of the Board discussed the shared bottom line and the continued budget evaluation.
- Discussion continued into the fiscal and financials of the College; a proposal was shared in how to better the current projections moving forward as our numbers will not be sustainable in a couple years. It was noted that while the College is still operating in a pandemic, there is still need for business evaluation and ways to right size; ensuring the College is financially healthy.
- With the Board, there was discussion on potentially bringing in outside consultants to assist in exploring the future of the College financials and planning. The value of an external or internal group is uncertain.

At 11:41 a.m. the Board of Trustees meeting was interrupted, and a new link was created and shared at 11:45 a.m. The meeting continued. Due to the disruption board members and attendees discussed the need to explore secure options of holding future hybrid meetings and classes.

- Dan Kelleher made the motion on the floor that the Long-Range Strategic Planning Committee create a financial action plan with solutions to bring to the board within 3 months. Pete Suttmeier seconded the motion. Discussion followed the motion sharing multiple views of the benefits of completing a plan internally and the potential of following up with an outside consultant. The motion carried unanimously (6-1-0).
 - Jerry Griffin voted no to the motion and suggested to table it for the time being, thus allowing President Keegan and CFO Erik Harvey to research the options for creating a more sustainable budget. Discussion followed on the benefits the option of giving the Administration time to present with a clear map to include reliable data, to be shared with the Board soon.
 - Board Chair Steve Reed proposed, prior to the December meeting, the Board's executive committee and relevant individuals of the Administration, chosen by the President, meet to determine the paths moving forward on how to make changes.
 - Dan Kelleher amended his original motion. He moved to the floor that the North Country Community College Board of Trustees allow the College Administration one month to develop a plan in how move forward with a sustainable fiscal proposal to be presented at the December meeting. Specifically, that the College would have present a balanced budget (cash flow positive budget) by the time we reach a \$3M fund balance. Pete Suttmeier seconded the motion. Discussion followed the amended motion. The motion carried unanimously (7-0-0).

Associate Vice President of Student Affairs

Kim Irland shared:

- The annual craft fair will be held in the Sparks Athletics Facility on Sunday, November 21st.
- Mental Health resources are now available in the residence halls. She highlighted the advantages of this new resource for students. Human Services department has trained and developed a practicum of students to provide a peer support program.

President:

Joe Keegan reported:

- Local political races showed shifts in the Essex County Board of Supervisors. He will reach out to the new members in the new year with the intent to highlight the College and share offers of support for their constituents.
- The Cantwell property proposal moved through the Shared Governance process with overwhelming support from the College community.
- Priorities for the Strategic Plan have been shared, there was productive feedback as the plan went through the process of Shared Governance.
- SUNY is beginning the 2021-2022 funding proposal to the State; Joe is following the progress of said proposal.
- There was a recent meeting with Paola Martinez, the newly appointed Director of Local Government. Her role will be helping community colleges move the Governor's appointments through. When asked, both pending members Linda McClarigan and Josh Dann voiced their continued interest in serving with the Board. Additional information will be shared as it becomes available.
- SUNY has proposed a \$3 million funding expansion for Nursing programs across the state to add/expand nursing slots. There would be allotted \$250k per school. This opportunity is being explored with Academic Affairs.
- Currently there are scholarships for \$1k focused on the Registered Nursing program from the State. The impact of those scholarships for our students is under review.

NCCC Association:

Steve Reed read Rob Rathbun's report in his absence.

- Kim Irland shared additional information:
 - Yesterday a Dining Services Advisory Board was hosted. The data gathered is under review. There is anticipation that this this new advisory board will meet monthly.
 - Options for the Malone campus food needs are being explored. A potential plan was discussed between Kim and our board member Jerry Griffin.
- Saranac Lake housing has some vacancies. There will be outreach as students are getting accepted for Spring 2022 or when students request a change in their dorm assignments.

NCCC Foundation:

Erin Walkow reported:

- Continues to meet with internal and external constituents who are in support of the Foundation.
 - Focus is outreach to past and current donors. It needs to be thoughtful and strategic to move the needle forward in a substantial and meaningful way.
- The Foundation Board requested that their year-end philanthropic donation shows 100% participation. In response, Erin requested the College's Board of Trustees to consider their year-end monetary donation as well.
- The Foundation Board will soon start the process of creating a strategic plan that will align with the College's strategic plan.
- Erin is currently assessing the needs of office support for the Foundation.

Old Business

None

New Business

None

Financials

Pete Suttmeier moved to accept the October 2021 financials as they were presented. Jessica Kemp seconded the motion. The motion was approved unanimously (7-0-0).

Minutes

Pete Suttmeier made the motion to accept the October 29th, 2021 meeting minutes. Mary Irene Lee seconded the motion. The October 29th, 2021 meeting minutes were unanimously approved (7-0-0).

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:53 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. Pete Suttmeier seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan was invited to join the meeting at 12:53 p.m.

Mary Irene Lee made a motion to adjourn executive session at 1:45 p.m. Pete Suttmeier seconded the motion. The motion was approved unanimously (7-0-0).

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:45 p.m.

Respectfully Submitted,

Board of Trustees Minutes | November 19th, 2021



Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

12/17/2021

Motion:

Second:

Action:



**Interim VPAA Report to the
Board of Trustees
December 17, 2021**

Please find the following report from the Academic Area below.

Academic Planning, Programs and Policies:

- ***Academic Planning and Programs.***
 - **SUNY General Education Requirements:** Effective for the Fall 2023 semester, all transfer programs will align with the new requirements, with AAS and AOS programs to implement changes for Fall 2024. We are working on a draft of an internal timeline and process to move changes through the shared governance process efficiently. We will present that to the Senate once completed.
 - **Learning Management System (LMS) Change:** Terry Kemp sent out information on how to access the “Sandbox” for D2L’s Brightspace, which allows instructors to explore the features available and make some comparisons with Blackboard. SUNY’s timeline for decision-making is between Dec. 15-Jan. 15th. There are four cohorts set up for the transition, so we will need to indicate if and when we would like to make a switch by January 15th. More information will follow at the faculty meeting on Dec. 20th, including a survey to gather feedback over the next month once people have had a chance to explore the new system.
 - **New Program Update:** AS Business Administration: Healthcare Administration track was approved by the New York State Education Department. Dave Merrick, Mike Saulpaugh, Selina LeMay-Klippel and I met with faculty members from the Cybersecurity and Digital Forensics program at Herkimer CC. We are exploring options for a jointly registered program as it aligns well with our current Criminal Justice program. Information has been sent to department chairs to gather input from across the College as we move forward. We have also been meeting with Bionique and Trudeau Institute to explore some non-credit offerings to help train prospective (and potentially current) employees in lab procedures/lab data analysis among other skill sets.
 - **Science and Nursing Lab Upgrades:** We continue to work with JMZ to refine plans for both projects.

Happy holidays to all!

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President of Marketing and Enrollment

Report to the Board of Trustees

Created December 13, 2021

Enrollment and Financial Aid Team Updates:

- **Major project updates:**
 - **SLATE CRM (Customer Relationship Management):** This past week we completed a very important project where we were able to connect our SLATE instance directly to SUNY to receive applications and leads daily. This project will help us to expedite our work with both of these populations and we will be able to automate our communications and follow-up to these students. This timing is near perfect as we are training our new team-members to use SLATE this week and next week.
 - **OMNI CMS (Content Management System):** The Content Manager training went quite well and we walked away from the session with some ideas that will land on our work plan for the upcoming year. This group of contributors continues to hone their skills and they've identified higher-level functionality that we should be able to accommodate throughout our website.
 - **North Country Navigator:** President Keegan has been convening a small group of staff members to identify the needs and gaps in the overall college onboarding process(es). The NC Navigator process will continue to be the blueprint for onboarding but it needs to be expanded out. We also will be working to identify more content needs and will be creating new video tutorials for students over the next two months through this expansion.
- **The Enrollment Team** has grown this past month to include our two new Enrollment & Financial Aid Counselors. This past two weeks we have been aggressively training them to ensure that they are well-prepared to take on student caseloads in the next 1-2 weeks. So far, we have completed 22 trainings that have touched on all departments within the college. They will be able to provide extensive support to students and will become great resources for our campuses. We are all very excited to have Erin Ruthenberg and Samantha Phillips aboard!
- **The Financial Aid Team** has recently started awarding for the upcoming Spring semester. They have also been very helpful in the training of our new Enrollment & Financial Aid Counselors. As of today, they have conducted 4 separate trainings for the new employees which will help to provide greater support to incoming and current students.

Marketing and Web Team Updates:

- The Final Marketing & Enrollment Report for the past year will be presented to the college community during the "Opening Week" for Spring semester. I will also walk people through the calendar of promotions that will happen throughout 2022 and will announce the new projects that we have on our schedule to complete. These projects will include paid ads through music streaming services like Spotify and Pandora as well as pre-roll video through Hulu, YouTube, etc.
- Our program area marketing continues this month as we pivot to "Transfer Programs" now through January in the hopes of bringing in prospective students looking to transfer in over the holidays. Our Spring Enrollment campaign is running and will continue to run through January 26th which is the first Wednesday of classes. We will also kick-off a micro campaign to promote our scholarship opportunities from December 26th through January 10th. This smaller campaign will help to present all of the funding sources available to incoming students and will put great emphasis on our Opportunity Scholarship that has recently expanded.





NEW YEAR, NEW GOALS APPLY NOW FOR SPRING 2022


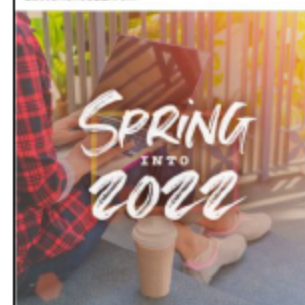
Our college offers a top-notch educational experience at a price you can afford.

- Check out our diverse selection of programs at [NCCC.EDU/PROGRAMS](https://nccc.edu/programs)
- Review all of our flexible course offerings and apply at [NCCC.EDU/SPRING](https://nccc.edu/spring)
- Explore financial aid and scholarship opportunities at [NCCC.EDU/PAYING-FOR-COLLEGE](https://nccc.edu/paying-for-college)
- To set up an on-campus or virtual visit, simply go to [NCCC.EDU/VISIT](https://nccc.edu/visit)

Spring Registration:

<p>North Country Community College Sponsored · 18</p> <p>Spring is in the air at North Country Community College!</p>  <p>NCCC.EDU NCCC Spring Registration Invest in your future.</p> <p>LEARN MORE</p>	<p>North Country Community College Sponsored · 18</p> <p>Don't put your future on hold. Instead, spring into 2022 at North Country Community College!</p>  <p>NCCC.EDU Join Us This Spring Invest in your future.</p> <p>LEARN MORE</p>
<p>North Country Community College Sponsored · 18</p> <p>Spring is in the air at North Country Community College!</p>  <p>NCCC.EDU NCCC Spring Registration Invest in your future.</p> <p>LEARN MORE</p>	<p>North Country Community College Sponsored · 18</p> <p>Don't put your future on hold. Instead, spring into 2022 at North Country Community College!</p>  <p>NCCC.EDU Join Us This Spring Invest in your future.</p> <p>LEARN MORE</p>

Last Chance 2 Enroll:

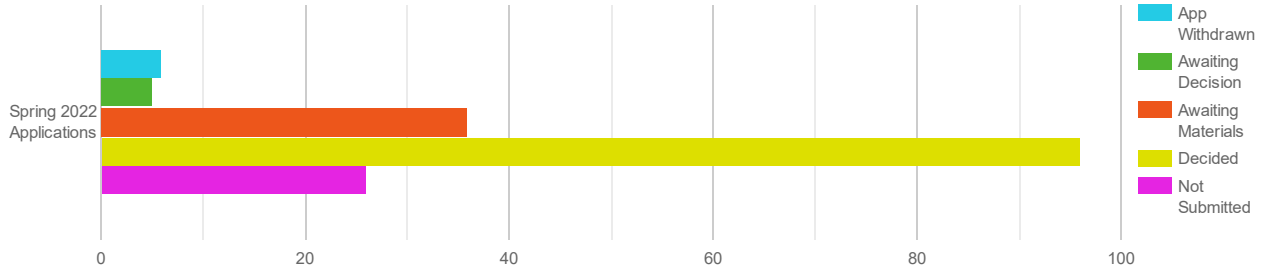
<p>North Country Community College Sponsored · 18</p> <p>The deadline for the Spring 2022 Semester is coming up. Don't miss out on the LastChance2Enroll.</p>  <p>NCCC.EDU LastChance2Enroll Apply and get registered TODAY!</p> <p>LEARN MORE</p>	<p>North Country Community College Sponsored · 18</p> <p>The deadline for the Spring 2022 Semester is coming up. Don't miss out on the LastChance2Enroll.</p>  <p>NCCC.EDU LastChance2Enroll Apply and get registered TODAY!</p> <p>LEARN MORE</p>
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Spring 2022

Generated on 12/13/2021 at 10:07:38 AM ET

Metric	2022 Applications	Spring 2022 Applications
Spring 2022 Applications	589	169

SP22 App Status

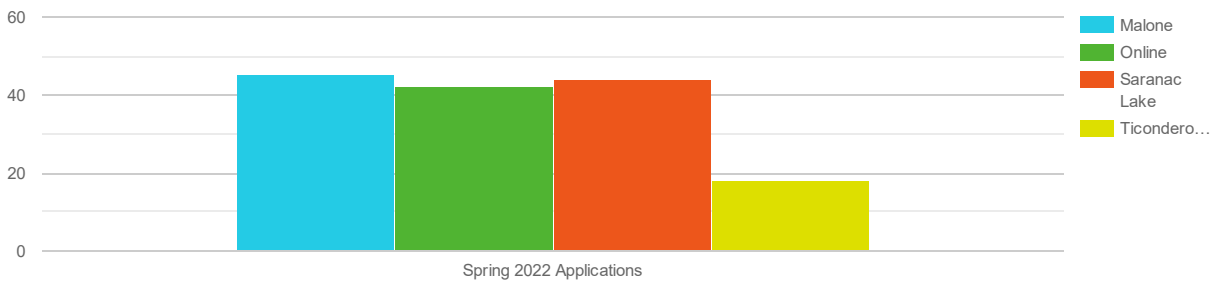


SP22 Decided

Spring 2022 Applications

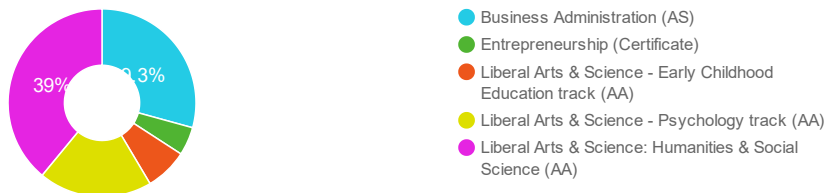


Spring 2022 Applications by Campus



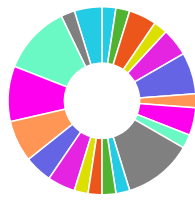
SP22 Apps: Online by Program

Spring 2022 Applications



SP22 Apps: SL by Program

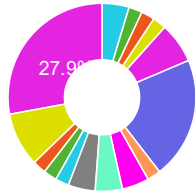
Spring 2022 Applications



- Business Administration (AAS)
 - Business Administration (AS)
 - Chemical Dependency Counseling (AAS)
 - Child & Family Services (AS)
 - Computer Graphics & Design (AAS)
 - Criminal Justice (AAS)
- ▲ 1/4 ▼

SP22 Apps: ML by Program

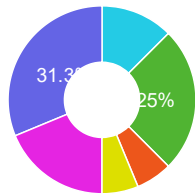
Spring 2022 Applications



- Business Administration (AAS)
 - Chemical Dependency Counseling (AAS)
 - Child & Family Services (AS)
 - Computer Graphics & Design (AAS)
 - Criminal Justice (AAS)
 - Health Sciences (AS)
- ▲ 1/3 ▼

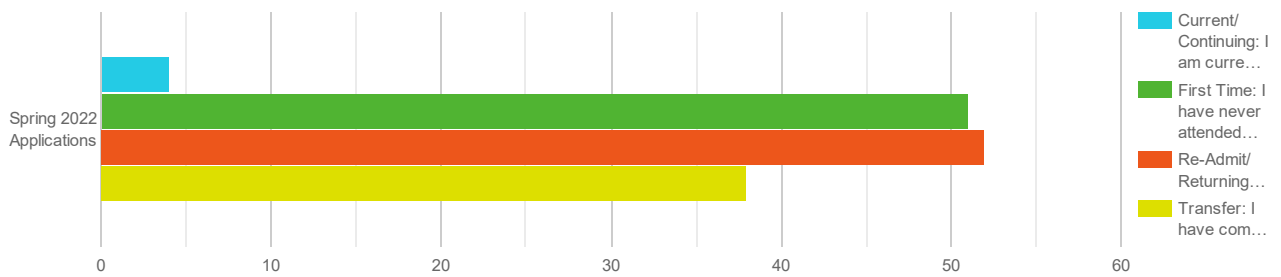
SP22 Apps: TI by Program

Spring 2022 Applications

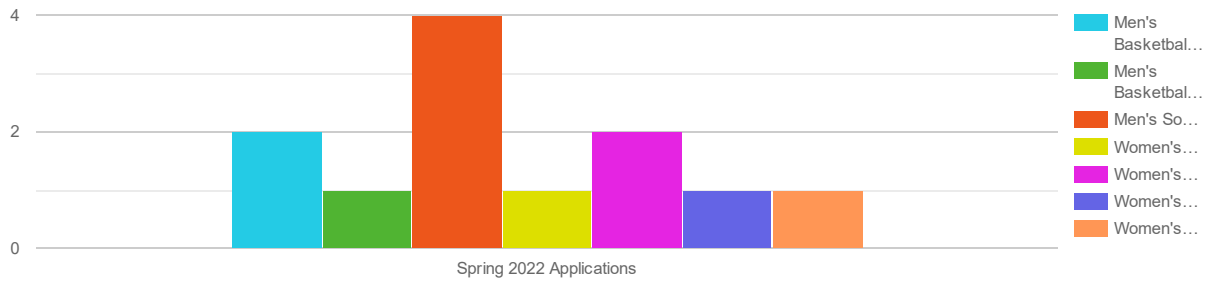


- Health Sciences (AS)
- Individual Studies (AAS)
- Liberal Arts & Science - Early Childhood Education track (AA)
- Liberal Arts & Science - Psychology track (AA)
- Nursing RN (AAS)
- Practical Nursing (Certificate)

SP22 Apps by Type



SP22 Apps: Athletics



**North Country Community College
Interim CFO's Report to the Board of Trustees
December 17, 2021**

Greetings,

Happy Holidays! As always, I hope this report finds you well. I am asking the board for approval of 1) the financial statements for the month ending November 30, 2021, and 2) the 2022-23 Tuition and Fees.

Financial Statements November 2021 *(for review and approval)*

- The variance of \$1.1 million in “Due From Other Funds” is simply due to timing of entries performed between the restricted and unrestricted funds as well as “Projects In Process” expenditures that get reclassified to the plant fund.
- The variance of \$1 million in “Due From Governments” is due to timing of drawing down Student aids.
- The credit in current year “Payroll & Benefits Liabilities” is due to the timing of paying the monthly medical insurance premium.

2021-22 Forecast

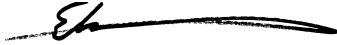
- Full year deficit is still projected to be close to \$1 million total vs. budget.
- The fund balance is expected to finish August 31, 2022, at \$3.9 million or 26% of net operating cost after considering the projected deficit in 21-22.
- Spring registrations are still trickling in, the numbers are still volatile, but we should have a good handle on full year enrollment and revenue in the next board meeting.

2022-23 Tuition and Fees *(for review and approval)*

- The Administrative Team, Long Range Strategic Planning Committee, President's Council, and the College Senate all voted in favor of freezing tuition for another year, in spite of the looming financial deficits.
 - Considerations:
 - Cost of attending college in NYS is high
 - North Country has the 3rd highest tuition and tech fee rate of the 30 community colleges, even after freezing tuition last year.
 - HEERF provides relief for revenue losses through May '22.
 - For every 1% North Country increases tuition, \$30K in revenue is yielded.
 - 1% = \$30K
 - 2% = \$60K
 - 3% = \$90K
 - 4% = \$120K
 - 5% = \$150K

- North Country's annual FTE decline since the 2010-11 highwater mark is very consistent with the NYS Community College average.
- North Country's annual Tuition increases since 2010-11 is also very consistent with the NYS Community College average.

Kind regards,

A handwritten signature in black ink, appearing to read 'Eh', followed by a long horizontal flourish.

Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT
As of November 30, 2021

SUBMITTED TO THE BOARD OF TRUSTEES
December 17, 2021

ERIK HARVEY
Interim CFO

North Country Community College Balance Sheet NOVEMBER 30, 2021				
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)	
Assets				
Cash	\$ 4,998,098	\$ 4,337,574	\$ 660,523	
Accounts Receivable-Students	1,280,669	888,161	392,508	
Due From NCCC Association	509,689	342,669	167,020	
Due From NCCC Foundation (Contributions)	932,308	956,913	(24,604)	
Due From Other Funds	707,546	(418,333)	1,125,879	
Due From Governments (State & Fed Fin Aid)	(63,438)	952,042	(1,015,481)	
Prepaid Expenses	119,334	26,779	92,554	
Total Assets	\$ 8,484,204	\$ 7,085,805	\$ 1,398,400	
Liabilities				
Accounts Payable	\$ (5,200)	\$ (117,886)	\$ 112,686	
Payroll & Benefits Liabilities	(147,677)	81,559	(229,237)	
Due to NCCC Association (Room, Meals, Books)	563,777	311,481	252,296	
Due to NCCC Foundation (Rent)	276,491	355,835	(79,344)	
Due to Other Funds	80	40	40	
Due to Retirement	286,931	290,029	(3,098)	
Compensated Absences	262,741	289,672	(26,931)	
Other Liabilities	390,019	347,910	42,109	
Total Liabilities	\$ 1,627,163	\$ 1,558,641	\$ 68,522	
Month End Equity	\$ 6,857,041	\$ 5,527,164		
Total Liabilities & Equity	\$ 8,484,204	\$ 7,085,805		
Fund Balance Summary				
Prelim Fund Balance as of 09/01/21	\$ 4,936,781			
Estimated 21-22 Surplus (Deficit)	\$ (969,349)			
Projected Fund Balance as of 09/01/22 ¹	\$ 3,967,432			

¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$18,468,010.

North Country Community College Revenues & Expenditures NOVEMBER 30, 2021				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
Revenues				
Tuition & Fees	\$ 5,724,264	\$ 2,678,996	\$ (3,045,268)	47%
Sponsors' Contribution	2,380,000	388,333	(1,991,667)	16%
Chargebacks	640,510	334,825	(305,685)	52%
Out-of-State Tuition	396,000	178,530	(217,470)	45%
State Aid	4,075,965	1,136,492	(2,939,473)	28%
Contributions	1,172,840	293,029	(879,811)	25%
Total Revenues	\$ 14,389,578	\$ 5,010,206	\$ (9,379,372)	35%
Expenditures				
Salaries	\$ 7,190,717	\$ 1,676,560	\$ 5,514,157	23%
Payroll Taxes	550,090	120,506	429,584	22%
Medical	2,011,394	450,399	1,560,994	22%
Retirement	696,646	157,694	538,952	23%
Other	116,180	43,509	72,671	37%
Equipment	15,000	21,504	(6,504)	143%
Facility Leases	1,557,992	395,760	1,162,232	25%
Utilities	301,500	67,168	234,332	22%
Maintenance	165,300	42,612	122,688	26%
Office & General Supplies	52,220	15,396	36,824	29%
Advertising	184,300	10,353	173,947	6%
Professional Services	112,500	14,049	98,451	12%
Information Technology	295,300	122,738	172,562	42%
Library & Instructional Supplies	354,060	49,653	304,407	14%
Scholarships	689,105	388,816	300,289	56%
Travel	75,000	4,199	70,801	6%
Property & Liability Ins.	146,000	74,150	71,850	51%
Miscellaneous	172,615	64,477	108,138	37%
Total Expenditures	\$ 14,685,919	\$ 3,719,545	\$ 10,966,375	25%
Operating Surplus (Deficit)	\$ (296,341)	\$ 1,290,662	\$ 1,587,003	-536%
Non-Operating Activity	-	65,090	65,090	NA
Total Fund Surplus (Deficit)	\$ (296,341)	\$ 1,355,752	\$ 1,652,093	-57%

NORTH COUNTRY COMMUNITY COLLEGE

2022-23 Tuition Rate Scenarios

for the year ending August 31, 2023



Prepared By: Erik Harvey, Interim CFO
Prepared On: November 6, 2021

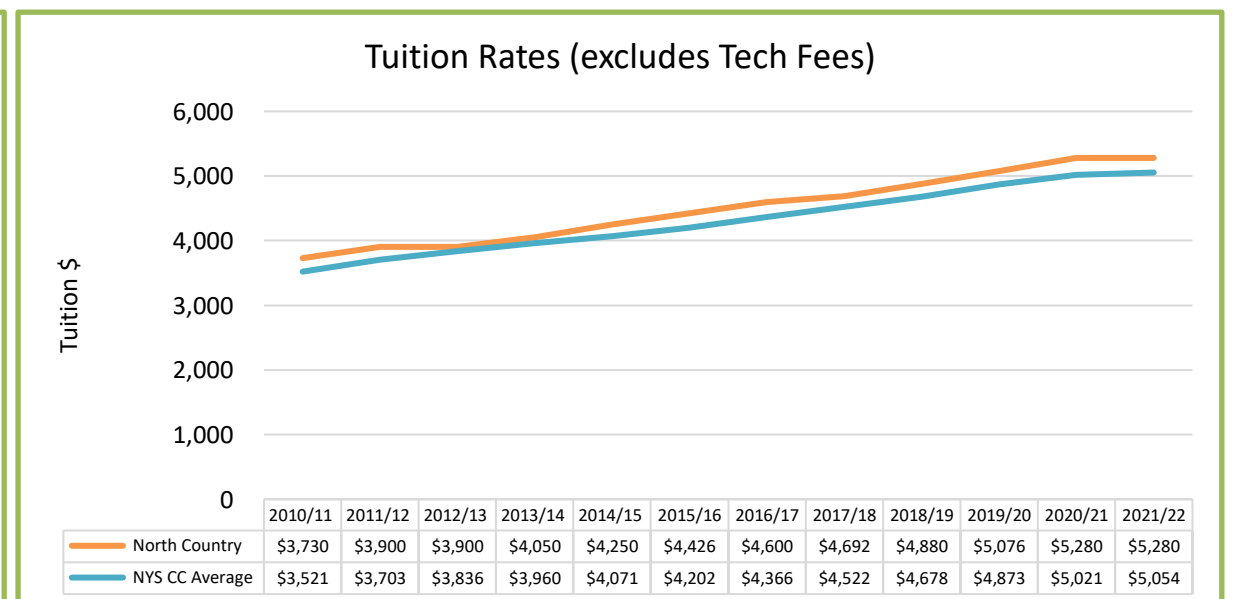
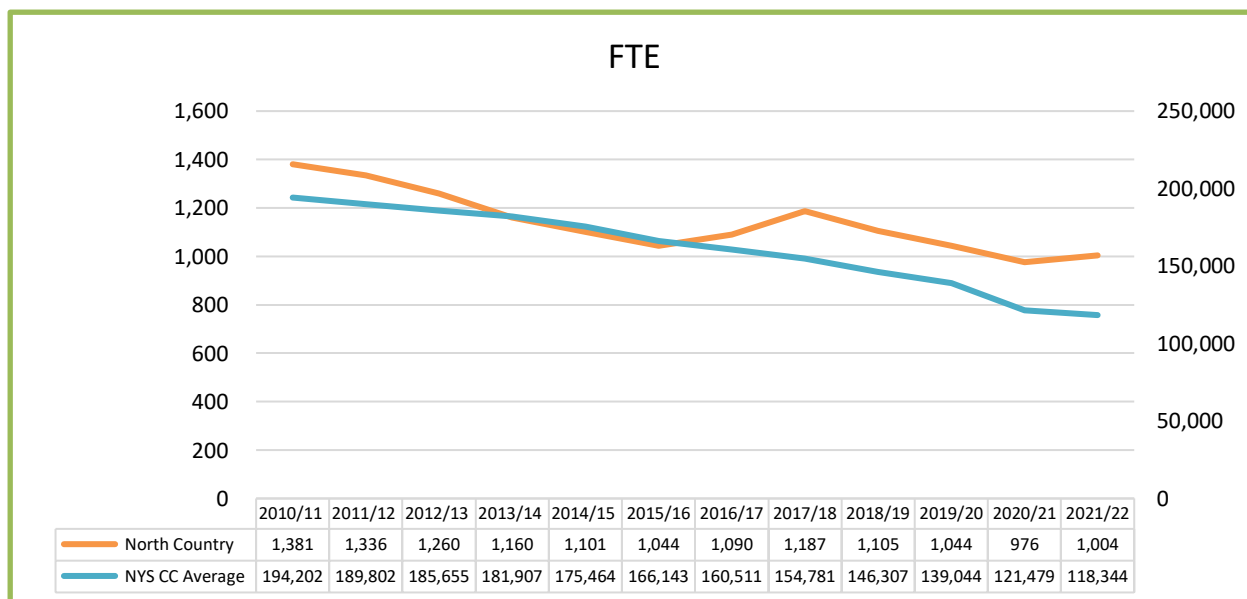
(in thousands)

	22-23						21-22	20-21	19-20	22-23 More (Less) vs.		
	+5%	+4%	+3%	+2%	+1%	Flat	Forecast	Prelim	Actual	21-22 Forecast	20-21 Prelim	2019-20 Actual
FULL TIME EQUIVALENT												
In-State (22-23 assumes 5% decline vs. 21-20)	504	504	504	504	504	504	530	581	599	(27)	-5%	(77) -13%
Out of State	50	50	50	50	50	50	41	31	73	9	23%	19 60%
Total FTE	554	554	554	554	554	554	571	612	672	(17)	-3%	(59) -10%
REVENUE												
Tuition - In State	\$ 2,793	\$ 2,766	\$ 2,740	\$ 2,713	\$ 2,686	\$ 2,660	\$ 3,054	\$ 3,446	\$ 3,264	\$ (261)	-9%	\$ (653) -19%
Tuition - Out of State	416	412	408	404	400	396	321	421	837	95	29%	(5) -1%
Total Tuition	\$ 3,209	\$ 3,178	\$ 3,148	\$ 3,117	\$ 3,086	\$ 3,056	\$ 3,376	\$ 3,867	\$ 4,100	\$ (167)	-5%	\$ (658) -17%

Tuition Increase Impact	+5%	+4%	+3%	+2%	+1%
Tuition - In State	\$ 133	\$ 106	\$ 80	\$ 53	\$ 27
Tuition - Out of State	20	16	12	8	4
Total Tuition Increase Impact	\$ 153	\$ 122	\$ 92	\$ 61	\$ 31

College	2020-21		
	Resident Tuition	Tech Fee	Total
Clinton	\$ 5,518	\$ 600	\$ 6,118
Nassau	\$ 5,800	\$ 250	\$ 6,050
North Country	\$ 5,280	\$ 720	\$ 6,000
Tompkins-Cortland	\$ 5,355	\$ 552	\$ 5,907
Orange County	\$ 5,376	\$ 408	\$ 5,784
Suffolk County	\$ 5,470	\$ 300	\$ 5,770
Sullivan County	\$ 5,217	\$ 480	\$ 5,697
Broome	\$ 5,088	\$ 550	\$ 5,638
Fashion Institute	\$ 5,290	\$ 300	\$ 5,590
Adirondack	\$ 4,944	\$ 600	\$ 5,544
Erie	\$ 5,047	\$ 480	\$ 5,527
Cayuga County	\$ 4,992	\$ 480	\$ 5,472
Onondaga	\$ 5,090	\$ 380	\$ 5,470
Rockland	\$ 5,110	\$ 360	\$ 5,470
Jamestown	\$ 5,200	\$ 254	\$ 5,454
Fulton-Montgomery	\$ 5,040	\$ 408	\$ 5,448
Corning	\$ 5,068	\$ 350	\$ 5,418
Hudson Valley	\$ 4,800	\$ 600	\$ 5,400
Ulster County	\$ 4,880	\$ 520	\$ 5,400
Columbia-Greene	\$ 4,968	\$ 360	\$ 5,328
Jefferson	\$ 5,016	\$ 312	\$ 5,328
Herkimer County	\$ 5,016	\$ 240	\$ 5,256
Monroe	\$ 4,706	\$ 550	\$ 5,256
Finger Lakes	\$ 4,864	\$ 384	\$ 5,248
Schenectady County	\$ 4,608	\$ 552	\$ 5,160
Mohawk Valley	\$ 4,594	\$ 464	\$ 5,058
Niagara County	\$ 4,752	\$ 168	\$ 4,920
Dutchess	\$ 4,350	\$ 312	\$ 4,662
Westchester	\$ 4,655	\$ -	\$ 4,655
Genesee	\$ 4,550	\$ 100	\$ 4,650
Averages	\$ 5,021	\$ 415	\$ 5,423

College	2021-22		
	Resident Tuition	Tech Fee	Total
Clinton	\$ 5,518	\$ 600	\$ 6,118
Nassau	\$ 5,800	\$ 250	\$ 6,050
North Country	\$ 5,280	\$ 720	\$ 6,000
Tompkins-Cortland	\$ 5,355	\$ 552	\$ 5,907
Orange County	\$ 5,376	\$ 408	\$ 5,784
Suffolk County	\$ 5,470	\$ 300	\$ 5,770
Sullivan County	\$ 5,217	\$ 480	\$ 5,697
Broome	\$ 5,088	\$ 550	\$ 5,638
Fashion Institute	\$ 5,290	\$ 300	\$ 5,590
Rockland	\$ 5,212	\$ 360	\$ 5,572
Corning	\$ 5,170	\$ 390	\$ 5,560
Adirondack	\$ 4,944	\$ 600	\$ 5,544
Erie	\$ 5,047	\$ 480	\$ 5,527
Cayuga County	\$ 4,992	\$ 480	\$ 5,472
Onondaga	\$ 5,090	\$ 380	\$ 5,470
Jamestown	\$ 5,200	\$ 264	\$ 5,464
Fulton-Montgomery	\$ 5,040	\$ 408	\$ 5,448
Hudson Valley	\$ 4,800	\$ 600	\$ 5,400
Ulster County	\$ 4,880	\$ 520	\$ 5,400
Herkimer County	\$ 5,116	\$ 240	\$ 5,356
Monroe	\$ 4,706	\$ 650	\$ 5,356
Finger Lakes	\$ 4,968	\$ 384	\$ 5,352
Columbia-Greene	\$ 4,968	\$ 360	\$ 5,328
Jefferson	\$ 5,016	\$ 312	\$ 5,328
Niagara County	\$ 4,944	\$ 336	\$ 5,280
Schenectady County	\$ 4,608	\$ 552	\$ 5,160
Mohawk Valley	\$ 4,594	\$ 464	\$ 5,058
Genesee	\$ 4,750	\$ 100	\$ 4,850
Dutchess	\$ 4,450	\$ 312	\$ 4,762
Westchester	\$ 4,730	\$ -	\$ 4,730
Averages	\$ 5,054	\$ 426	\$ 5,466



NORTH COUNTRY COMMUNITY COLLEGE

Saranac Lake Campus

2021-2022 FULL-TIME TUITION & CHARGES

RESIDENT	TUITION	ALUMNI DUES	SECURITY FEE	ATHLETIC / REC FEE	STUDENT ACTIVITY FEE	TECH FEE	TOTAL
FALL	2,640.00	9.00	75.00	75.00	125.00	360.00	3,284.00
SPRING	2,640.00	9.00	75.00	75.00	125.00	360.00	3,284.00

SUMMER / WINTER	PER CREDIT
-----------------	------------

NON-RESIDENT	TUITION	ALUMNI DUES	SECURITY FEE	ATHLETIC / REC FEE	STUDENT ACTIVITY FEE	TECH FEE	TOTAL
FALL	3,960.00	9.00	75.00	75.00	125.00	360.00	4,604.00
SPRING	3,960.00	9.00	75.00	75.00	125.00	360.00	4,604.00

SUMMER / WINTER	PER CREDIT
-----------------	------------

2021-2022 PART-TIME TUITION & CHARGES

CREDITS	RESIDENT TUITION	NON-RES TUITION	ALUMNI DUES	SECURITY FEE	ATHLETIC / REC FEE	STUDENT ACTIVITY FEE	TECH FEE	RES TOTAL	NON-RES TOTAL
0.5	110.00	165.00	9.00	3.50	3.50	5.50	15.00	146.50	201.50
1	220.00	330.00	9.00	7.00	7.00	11.00	30.00	284.00	394.00
2	440.00	660.00	9.00	14.00	14.00	22.00	60.00	559.00	779.00
3	660.00	990.00	9.00	21.00	21.00	33.00	90.00	834.00	1,164.00
4	880.00	1,320.00	9.00	28.00	28.00	44.00	120.00	1,109.00	1,549.00
5	1,100.00	1,650.00	9.00	35.00	35.00	55.00	150.00	1,384.00	1,934.00
6	1,320.00	1,980.00	9.00	42.00	42.00	66.00	180.00	1,659.00	2,319.00
7	1,540.00	2,310.00	9.00	49.00	49.00	77.00	210.00	1,934.00	2,704.00
8	1,760.00	2,640.00	9.00	56.00	56.00	88.00	240.00	2,209.00	3,089.00
9	1,980.00	2,970.00	9.00	63.00	63.00	99.00	270.00	2,484.00	3,474.00
10	2,200.00	3,300.00	9.00	70.00	70.00	110.00	300.00	2,759.00	3,859.00
11	2,420.00	3,630.00	9.00	75.00	75.00	121.00	330.00	3,030.00	4,240.00

SENIOR AUDIT-AGE 60 YEARS AND OVER

- 1 Free Tuition
- 2 Course or lab fee and Technology Fee will be charged
- 3 Subject to available space in course offered

2021-2022 ADDITIONAL FEES:

EMT Basic Course Fee	TBD
Allied Health Program Fee (Nursing, Rad Tech, Massage)	Academic year \$365.00 Spring Only \$260.00
Faxing Fee	\$2.00
Graduation Fee	\$45.00
ID Replacement Fee	\$15.00
Insufficient Fund Fee	\$40.00
Late Payment Fee	\$75.00
New Student Fee	\$125.00
Payment Plan Fee	\$50.00
Payment Plan Late Fee	\$25.00
Parking Fines - per violation	\$25.00 - \$150.00
Transcript Request Fee	\$7.00

***Tuition and Fees subject to change at any time**

Rev. 9.10.21

NORTH COUNTRY COMMUNITY COLLEGE

2021-2022 Course Related / Lab Fee Schedule

ART 101-104-105-108-111-114-125-131-150-151-155-169-201-202-203-205-206-209-220-235-245-250-251-297	\$150.00
BIO 101-102-108-109-112-125-160-201-204-205-215-216-230-240	\$150.00
BIO / CHE / ENV / PHY / HEA 106 Lab Fee	\$20.00
BUS 221 COMPUTERIZED ACCOUNTING	\$55.00
CHE 101-102-105-201-202	\$150.00
CIS 200-230-231	\$150.00
ENG 100 ESS EFFECTIVE WRITING	\$75.00
ENG 101 ENGLISH COMP I	\$75.00
ENV 108-125-204-205	\$150.00
HEA 106 PHLEBOTOMY	\$40.00
HED 160 WILDERNESS FIRST RESPONDERS	\$560.00
WILDERNESS FIRST RESPONDERS (NON-MATRICULATED)	\$700.00
HED 161 WILDERNESS FIRST AID	\$185.00
NURSING FEE	\$650.00
PED 129-155-199-229 ROCK CLIMBING	\$118.00
PED 146 ALPINE SNOW SPORTS	\$118.00
PED 151 ADIRONDACK HIKING & YOGA	\$92.00
PED 153 ORIENTEERING	\$68.00
PED 154 SNOW SHOEING	\$92.00
PED 167 LIFE GUARDING	\$78.00
PED 171 ADIRONDACK HIKING	\$92.00
PED 178 BACKPACKING	\$122.00
PED 179 SNOWBOARDING	\$118.00
PED 157-159-183-186-189-192-193-257-259-283-292-293 TEAM SPORTS FEE	\$75.00
PED 184 BOWLING	\$108.00
PED 185 CANOEING	\$82.00
PED 187 CROSS COUNTRY SKIING	\$152.00
PED 188 GOLF	\$78.00
PED 190 PHYSICAL CONDITIONING	\$72.00
PHY 100-101-102 PHYSICS	\$150.00
RAD 120-140 RADIOLOGIC PROCEDURES I & II	\$75.00
REC 118 BACKCOUNTRY NAVIGATION WITH GPS	\$105.00
REC 240 WILDERNESS RECREATION LEADERSHIP/FALL PRACTICUM	\$950.00
REC 249 WILDERNESS RECREATION LEADERSHIP/WINTER PRACTICUM	\$600.00
<i>*Tuition and Fees subject to change at any time</i>	

Student Affairs

NCCC.EDU/STUDENT-SUPPORT
NCCC.PRESTOSPORTS.COM

December 2021 Senate & BOT Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE

JERRAD DUMONT – ATHLETICS FACILITY MANAGER

KENT EGGLEFIELD – SPORTS INFORMATION

KATHY GOODROW – OFFICE ASSISTANT

KIM IRLAND – INTERIM ASSOC. VP OF STUDENT AFFAIRS

BRUCE KELLY – COORDINATOR OF STUDENT LIFE

CHAD LADUE – ATHLETICS DIRECTOR

MARYSSA ROMEO – ASSOCIATE DIRECTOR OF RESIDENCE LIFE & HOUSING

Athletic Department News



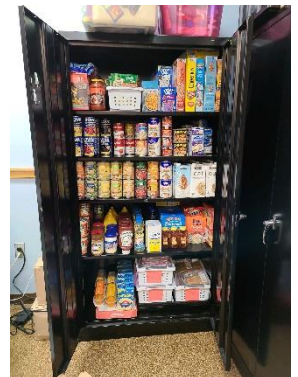
- The Women's Basketball team is 6-1 and currently 2nd in the region and 9th in the country
- Men's team is 5-2 currently 5th in the region. Highlight of the season so far was their win over Onondaga CC who is 1st in our region and 7th in the country!
- We are heavily in our recruiting season working on our 2022 recruiting class.
- Thank you to Chad and Kent who attended the Psychology of Leadership class on Dec. 7th to discuss leadership in the athletics industry

Diversity, Equity, and Inclusion & Title IX News

- The Diversity Task Force launched its second monthly newsletter in December on the topic of Social Class. A copy of this issue is published online at <https://nccc.edu/about/diversity/>.
- The Diversity Task Force met on Wed. Dec. 8th and continues to recruit student members – if you know students who might be interested in participating in the task force in the spring semester, please connect them with Kim.
- In January the Diversity Task Force will resume hosting Chat n Chew dialogues in conjunction with the newsletter themes each month. Stay tuned for invites.
- The Diversity Task Force is exploring a training opportunity for Spring 2022 called Bridges Over Poverty.

Student Life News

- Shout out to Angela, Bruce, and the Student Government Association for piloting a Food Pantry on the Saranac Lake Campus. This service launched on Dec. 1. Students can request food pantry items using this form: <https://form.jotform.com/213215198515050>
- Fall Semester student engagement data will be available in the January 2022 report.

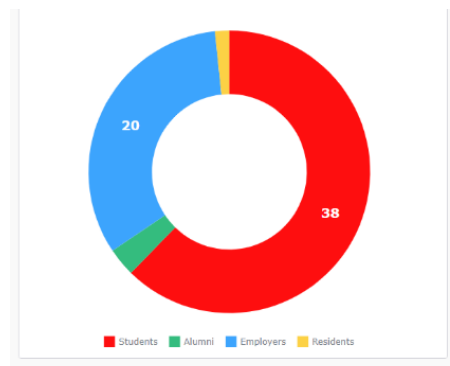


Counseling Partnership Updates:

- Kim has signed an MOU with Behavioral Health Services North STOP Domestic Violence to provide free counseling services on all three of our campuses and via tele-health beginning this spring 2022 semester.
- Citizen Advocates has been providing free counseling services on the Saranac Lake campus with a focus on the residence hall population weekly on Thursday evenings. Fall Semester data on our engagement with this service will be available in the January 2022 report.
- All our Counseling Partnerships are described here: <https://nccc.edu/counseling/index.html>.

Career & Transfer Services News

- Bruce is doing a deep dive into our Articulation Agreements to improve our Transfer Services web resources.
- Bruce has an incentive campaign in progress to increase registrations with our new Career Services platform called College Central Network (<https://www.collegecentral.com/nccc/>). SGA donated gift cards to help encourage student engagement.



Campus Safety & Community Standards News

Snapshot of Cases currently being managed include:

Total Incidents Reported	Total Reports Converted to Case	Total Cases Discarded	Total Cases Closed
220	196	16	168

Top Incident Types	Total Incidents	Violation	Total Incidents
COVID-19 Report	98	Disruptive or Destructive Disorderly Conduct	2
Student Behavior Report	30	Maintenance of Public Order	2
ADA 504	27	Academic Integrity Policy	2
Referral for Student Support	19	Smoking/E-cigarettes	1
Pregnancy/Newborn Parenting Status Disclosure	18	Furnishing False Information/Fraud and Misrepresentation	1
Injury or Illness Report	12	Alcohol Possession/Consumption	1
Academic Integrity Report	9		
Student Grievance/Complaint	5		
Title IX Report of Sexual Misconduct	2		

**North Country Community College
President's Report to the Board of Trustees
December 17th, 2021**

Greetings to you all,

Yesterday was the final day of the Fall 2021 semester and while our students begin their winter break, the faculty and staff are completing end-of-semester tasks including grading final exams and issuing final grades. At the same time, we continue our recruitment efforts for the Spring 2022 term which begins on January 24th.

The pandemic colored much of the semester, something that our campus community, like the larger community, has felt keenly. Despite the challenges, our faculty and staff did their very best to create an academic and student life experience that prepares and enriches the lives of our students. Like our students, our employees are looking forward to the upcoming break to rest and recharge for the new year and new semester.

On behalf of us all, I thank the Board for your ongoing support of our faculty, staff, and students. These have been challenging times for you as well, and we appreciate the steady hand which you have helped guide us these last couple of years. We also wish you and yours a Merry Christmas, Happy Holidays, and a fruitful new year!

Gratefully yours,

Joe

★ **Board Matters**

- *Board Policies:* SUNY appointed Paola Martinez as Director of Local Government and Legislative Affairs. Part of her role is to assist community colleges with the nomination process for governor's appointments to the board. I met with her in late November to review the status of our recommendations to the governor. We are hoping that she will be able to help.
- *Board Resolution regarding Budgeting and Planning:* As a follow-up to your November 19th, 2021, meeting resolution requiring the administration to outline the process to develop a balanced budget by the time we reach a \$3 million dollar fund balance, I will be presenting that to you today. It is also attached at the end of my report.

The Board's resolution is aligned with several initiatives within our 2020-2023 strategic plan, many queued up for the year. The process and the planning that will follow has been mapped out and we hold an open forum for

the college community following the Board meeting today to share the process and field questions that may arise.

★ **Campus and External Relations**

Here are some highlights of events, contacts, and interactions that I participated since the Board’s last meeting:

Date	With	Location
11/23/21	NCCCAP Negotiations	Teams
11/29/21	COVID-19 Task Force	Teams
11/30/21	Keene Town Supervisor, Joe Pete Wilson	Zoom
11/30/21	Long Range and Strategic Planning Committee	Zoom
12/03/21	NCCCAP Negotiations	Teams
12/03/21	College Association	Zoom
12/06/21	BoT Executive Committee	Zoom
12/07/21	Community Services Board	Webex
12/08/21	Lori Tourville, FEH BOCES	Teams
12/09/21	Richard Merchant, NAHEC	Zoom
12/09/21	Webinar - <i>What Does the Class of 2025 Expect from Colleges?</i>	Zoom
12/10/21	President’s Council w/ BoT Exec Committee	Teams
12/10/21	22-23 Budget Open Forum	Zoom
12/10/21	College Senate	Zoom
12/13/21	Workforce Development Meetings – German-North Country Workforce Dev Board Cooperation	Plattsburgh, NY
12/14/21	Meeting with Dianna Dudley, CSEA	SL
12/15/21	Lakeside House Strategic Planning Committee	Zoom
12/15/21	SUNY CC Budget Advocacy	Zoom
12/15/21	Meeting with Jessica Kemp, BoT member	Teams
12/16/21	Andrea Grout; Adirondack Foundation	SL
12/17/21	AdkAction Call	Zoom
12/17/21	NCCCAP Joint Negotiations	Teams

★ **College Policies**

The attached *Conflict-of-Interest Policy* was developed in response to an identified gap in the existing policy in that the existing one only applied to the Board of Trustees. This one is more expansive and will apply to all who work for the College. The intent is to provide additional guidance that will help us continue to act with the highest ethical, professional, and legal standards and retain the public’s trust. It has been reviewed by our legal counsel and was reviewed and supported by the College-wide Policy Review Committee last February 2021 and the College Senate at their December 17th, 2021. We are asking for the Board’s review and, we hope, support.

★ **Other Resolutions**

In addition to the *Conflict-of-Interest Policy*, we are asking the Board to convey emeritus status to two of our colleagues: Dr. Peter Sayles and Dr. Judy Steinberg.

★ **Spring 2022 Enrollment**

Priority registration for continuing students ended before Thanksgiving. New student registrations are underway. At this time, we are showing the following enrollment figures for Spring 2022 within our core operations:

	Final at verification	Final at verification	Final at verification	Final at verification	YTD	YTD	YTD
	SP-18	SP-19	SP-20	SP-21	SP-20	SP-21	SP-22
First Time	34	22	39	25	37	49	28
Re-Admit	40	55	41	50			
Transfer	42	37	26	34			
Continuing	690	605	577	520	573	466	409
Total:	806	719	683	629	610	515	437

As of Monday, December 7th, per Scott Harwood, our IT/IR Dean:

- Persistence (retention) Fall 2021 to Spring 2021 in expected range. We entered the Fall 21 term down 12% with normal student enrollment and as of today our returning Spring 22 enrollment matches, which indicates improvement in FA to SP persistence from prior year.
- On the intake side for Spring 2022 we are down 43% from prior year as of today. This could be the timing of the report, but the current data suggests SP22 intake is below prior year at the yield level (registrations) and on the admissions application volume side right now.
- We are trending very similar to prior year with Spring 2022 enrollment right now. Last year we started the FA20 term down 8% with normal enrollment and ended the SP21 term down 12%. Current data is showing a similar trend and a current projection would show us down 12% with normal enrollment for the FA21 term and down 14-16% by the end of the Spring 2022 term.

★ **2021-2022 Budget**

Due to several factors, not the least of which is COVID-19, our budget projections are for now trending at about a \$970K deficit, assuming that all the other variables in our modeling remain true. Certainly, this is concerning and while there may be some consolation in knowing that a) our SUNY colleagues and beyond are in a similar boat, and b) the federal stimulus funding will allow us to absorb this lost revenue for this year, it does lend a certain urgency to our budgetary planning.

★ **Foundation**

- Erin Walkow has been active, having launched the annual appeal and meeting with members of our college community and beyond. She is working on a couple of funding opportunities for us through granting agencies to help support our operations.
- *Cantwell Property*: Susy Cantwell, longtime member of the NCCC Foundation, has, along with her family, offered the Foundation a piece of property that borders our Malone campus as a gift. The college community is in support of this and communicated that to the Foundation who is working with our attorney to finalize the gift.

★ Strategic Plan

Initiatives that are underway include:

- *"Right-size" College operations to enrollment/finance and "work smarter" improving efficiencies across functional areas* (as noted above under BoT with administration preparing plan)
- *Ongoing Professional Development* (through 2021-2022 Perkins grant to support universal course design and related topics to improve accessibility for students; repurposing of some funding to support professional development related to assessment and institutional effectiveness),
- *New Academic Programs* (the *AS Business Administration – Healthcare Administration track* was fully approved; instructors secured for the *wastewater operations non-credit course*; new programs in *graphics and animation*, and *healthcare related* fields are being explored; a local needs assessment identifying areas of need in the region),
- *Streamlining and improving the College's student onboarding*: through the North Country Navigator program is underway, *and a group is meeting to determine how to include/improve onboarding in other areas (academic, IT, student affairs)*
- Two grants were submitted to *modernize Nursing Labs* on all three campuses and a scoping study is underway. We are awaiting some feedback to JMZ before we hold a college-wide presentation on the proposals.
- *Alternative revenue streams*: with Erin Walkow we are exploring how the Foundation and College can rethink the Foundation and its role in helping the College remain sustainable,
- *Improved Institutional Research capabilities*: Initial steps include standardized data needs for all academic programs as part of ongoing program assessment, and
- *Reinvest in health careers and health science programs*: aforementioned nursing lab modernization and new academic program exploration.

★ Opportunities and Partnerships

- *Community Projects Funding requests*: We continue to await word on the status of our \$1 M proposal to upgrade the nursing labs on all three campuses. It was approved by the House Appropriations Committee and is now at the Senate. A call with Rep. Stefanik's office confirmed that they are continuing to support our request.
- *Congressionally Directed Spending proposals*: Senator Schumer advanced our two requests for funding to the Senate Committee on Appropriations. As a reminder they are for 1) the nursing labs renovation proposal for \$1.8M, and 2) \$100K to fund non-traditional scholarships for the 2022 year. Both requests align with our strategic plan objectives.
- *Perkins Grant (2021-2022)*: we are conducting a community local needs assessment (CLNA) examining regional workforce needs and assessing how the College's offerings align and where there are opportunities to improve.
- *The North Country CC-Workforce Development Partnership*: this group is also part of our Perkins work. We are expecting the group to convene in early 2022.

★ **COVID-19 Matters**

Since the Board's last meeting, there have been a few developments of note, including the identification of the Omicron variant of Sars CoV2. While much remains unknown about the variant, public health continues to advocate for masking, distancing and vaccinations, elements that the College continues to adopt. Some other developments include:

- *Regional Positivity Rate*: the positivity rate in the North Country, and Franklin County, continues to be among the highest in the state. We continue to have universal masking and other safety precautions in place.
- *On-campus Positive Cases*: As of December 9th, 2021, there are five (5) positive cases of COVID-19 on campus.
- *COVID-19 Page*: Chris Knight updated the College's [COVID-19 page](#) which including providing information about vaccine mandates and other COVID-related items for students, employees and the public.
- *Mandatory Vaccinations*: For on-campus students, all but two (2) students have been fully vaccinated. Those two students have medical accommodations which allow for them to get the vaccine later.
- *Spring 2022*: messaging around mandatory vaccinations for COVID-19 for students planning to be on-campus in Spring 2022 had been developed and is being communicated with students newly on-campus in Spring 22. It remains to be seen whether there will be any requirements related to a booster shot.

★ **Facilities**

Much of the work of Facilities as of late has been responding to or colder weather, from removing snow, to repairing/installing several boilers and heating units, to hanging Christmas lights to beautify the campus. A few items addressed include:

- *Hodson Hall Boiler*: the crew replaced the boiler motor for Hodson Hall, first with a temporary and then with a permanent one.
- *Malone Campus Lights*: Kevin Bisonette and Rick Heath helped string lights in high places on the Malone campus for the holiday season.

★ **Information Technology (IT)**

Scott Harwood and the IT Department continued their support of students, faculty and employees with their IT needs

- ★ *D2L*: Terry Kemp has continued his exploration of the D2L/Brightspace, the new digital learning environment (DLE) that SUNY adopted. The College has yet to decide and Terry has been learning more about the features within D2L and how they compare with our current DLE, Blackboard.
- *Infrastructure*: Scott finalized a major update in bandwidth to our residence halls, has been planning further IT projects including security cameras, and working with colleagues with Aspire to prepare for the launch of Singlewire, a texting platform that we intend to use in inclement weather emergency notifications.

★ **NCCCAP Negotiations**

Negotiations with NCCCAP for a successor contract to the 2019-2021 CBA continue and are expected until mid-Spring 2022 semester. It has been a productive and collegial process.

★ **Middle States/SUNY/NYSED**

MSCHE Updates

No updates. We await the decision by Middle States our Self-Study Team's recommendation.

SUNY

In SUNY matters:

- *Chancellor:* SUNY Chancellor Jim Malatras has resigned effective January 14th, 2022. The impact on the SUNY system and on community colleges is not clear and won't be for some time. The guess is that SUNY will appoint someone to fill the spot on an interim basis while the conduct a search.
- *Senior Vice Chancellor for Academic Affairs and System Provost:* a search for this position is underway.
- *SUNY General Education revision:* the process to revise and update the SUNY General Education requirements is moving into the implementation phase. Given the breadth of the SUNY system and the impact that such a change will have, full implementation has been delayed until Fall 2023 to given institutions and the system time to prepare.
- *SUNY Nursing Emergency Training Fund:* On November 10th, 2021, SUNY announced the establishment of a \$3 million dollar fund to help campuses with nursing programs expand their enrollment in Nursing programs. This is something we have begun to explore.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community

**Board of Trustees
Budget Resolution - Planning Process Proposal
December 17, 2021**

Background:

Over the last couple of years, the Board of Trustees, has expressed concern about the long-term viability of the College. Five-year plans provided to the Board have illustrated that, if changes are not undertaken to increase revenue and/or decrease expenses, by College's fund balance will be depleted at the end of the 2025-2026 year.

At the November 19, 2021, Board meeting, the Board requested that the administration provide the Board with an outline of a process be provided to them for their December 17, 21 meeting that will create and execute a plan that, within three years, will have the College establishing balanced budgets and retaining at least a \$3M fund balance. This is the that outline.

Process and Plan:

1. Over the last month, the administration has mapped out this proposed process towards achieving the end result that the Board has charged us with. To restate, *the College is to expected to be cash flow positive by the time we reach a \$3M fund balance.*
2. Our collective desire is that the planning process:
 - a. be conducted and considered through several frames including our mission and values (transparency, kindness, student-centered, shared governance)
 - b. be understand as aligned with and, in many cases, synonymous with our strategic plan initiatives where our community identified initiatives for improvements (revenue-enhancements and improved efficiencies)
 - c. be grounded in objective data
3. Plan:
 - a. The administration will draft the plan, with a goal for completing the draft by January 18th, 2022. That plan will include ideas/proposals including budget impacts on enhancing revenue and/or reducing costs.
 - b. Various elements of our shared governance system, including President's Council, Long Range and Strategic Planning Committee and the College Senate will be invited to participate in reviewing and help improve it.
 - c. The administration will gather suggestion and recommendations and identify those that align with the objectives and hold most promise to help realize the goal.
 - d. The administration will share the final draft with the Board and the campus community in the Spring 2022 semester. The current date is slated for the Board's March 2022 meeting.

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the College community embraces and values accountability, integrity and transparency in our personal and collective conduct, and

WHEREAS the College and its affiliated organizations are committed to conducting their business by conforming to the highest ethical, professional and legal standards, and

WHEREAS it is expected that all employees and members of the College community, and affiliated organizations, shall avoid any and all circumstances/ behavior that could be reasonably interpreted as a conflict of interest, and

WHEREAS in order to meet those commitments, the College codified guidelines regarding conflicts-of-interest and avoidance of such, and

WHEREAS the NCCC Policy Review Committee has reviewed and supports the policy, and

WHEREAS the policy has been vetted through shared governance, including the College Senate who also endorsed it, and

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

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the *Conflict-of-Interest Policy* pertaining to College employees.

2021/22

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:



POLICY: Conflict of Interest
DRAFTED: November 22, 2019
ADOPTED:

I. POLICY STATEMENT

North Country Community College, sponsored by Essex County and Franklin County, is part of the State University of New York (SUNY) system. The establishment of personnel policies is the responsibility of the North Country Community College Board of Trustees, while ensuring compliance with those policies is the responsibility of the College administration. We maintain and affirm that the most equitable and fair policies are those that involve shared governance, and we are committed to engaging the College community in the development/modification of established policies wherever possible. This policy follows that process.

The College community embraces and values accountability, integrity and transparency in our personal and collective conduct, and takes seriously the public's trust that is placed upon us. In that spirit, it is the policy of North Country Community College that the College, and its affiliated organizations, conducts its business by conforming to the highest ethical, professional and legal standards. Furthermore, all employees and members of the College community, and affiliated organizations, shall avoid any and all circumstances/behavior that could be reasonably interpreted as a conflict of interest.

II. SCOPE

The policy applies to all full-time and part-time employees of the College, and those affiliated groups which support the College, including the members and employees of the North Country Community College Association and the North Country Community College Foundation. It is important to note that the Board of Trustees are governed by a separate policy.

III. POLICY

It is the policy of North Country Community College that the College, and its affiliated organizations, conducts its business by conforming to the highest ethical and legal standards. Furthermore, all employees and members of the College community and its affiliated organizations, shall avoid all circumstances/behavior that could be reasonably interpreted as a conflict of interest.

In addition to being bound by our aforementioned values of accountability, integrity and transparency, a guiding principle is that members of the College community shall not intentionally place the College's integrity or reputation at risk by participating in illegal activities and/or highlighting their relationship with the College when engaged in any political activities.

In order to avoid a conflict of interest or the appearance of a conflict of interest, all employees of the College and affiliated organizations shall adhere to the following guidelines:

- Employees of the College shall not have any pecuniary interest, directly or indirectly, proximately or remotely, in selling any goods, wares or like merchandise to the College.
- Employees of the College shall not solicit or accept any gift, favor, or other benefit, either directly or indirectly, for reward or promise of reward for influence in recommending or procuring any merchandise or service for the College.

- Employees of the College shall not use confidential and/or privileged information acquired as a result of their involvement at the College for personal gain for themselves or others.
- Employees of the College shall comply with the New York State Public Officers Law provisions on conflict of interest and ethical conduct, and all applicable laws or codes regarding ethical conduct.
- The faculty and staff of the College are committed to fostering an atmosphere of academic freedom by promoting the open and timely exchange of scholarly knowledge, independent of their personal or political leanings or interests.
- Employees of the College shall not engage in other employment which conflicts with the performance of their employment obligations to the College.

IV. DEFINITIONS

Conflict of Interest is defined as engagement in any outside business, financial, and/or political activity which directly or indirectly conflicts with the interests of the College and/or interferes with the ability to fully perform one’s job duties.

V. GUIDELINES

If any employee or member of the College community is uncertain about this policy or its expectations, and/or has concerns that their actions could be viewed as a conflict or a potential conflict of interest, they are advised to consult with the Director of Human Resources, or one of the senior administrators at the College, or the Chair of the Board of Trustees. Failure to comply with this policy and these guidelines, depending on the circumstances, could result in disciplinary action, up to dismissal if warranted.

VI. SOURCES/RESOURCES

A number of resources, including General Municipal Law Article 18 and New York State’s Public Officers Law, Section 73 and Section 74, define and address conflict of interest as well as outline standards for ethical behavior on the part of employees of the College.

- NYS Public Officers Law Section 73
https://ag.ny.gov/sites/default/files/pdfs/bureaus/public_integrity/public_officers_law_sec_73.pdf
- NYS Public Officers Law Section 74
https://ag.ny.gov/sites/default/files/pdfs/bureaus/public_integrity/public_officers_law_sec_74.pdf
- General Municipal Law – Article 18. Conflicts of Interest of Municipal Officers and Employees
https://ag.ny.gov/sites/default/files/pdfs/bureaus/public_integrity/article_18.pdf

Approvals and Adoptions

<i>Approved by...</i>	<i>Date</i>
<i>President’s Council</i>	<i>February 10th, 2021</i>
<i>College Senate</i>	<i>December 10th, 2021</i>
<i>College President</i>	<i>December 10th, 2021</i>
<i>Board of Trustees</i>	

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS Peter Sayles retired as Assistant Professor in the Science department at the end of the 2017-18 academic year, and

WHEREAS the Vice President of Academic Affairs recommends granting Emeritus status to Peter Sayles and

WHEREAS the President concurs with this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the Board of Trustees of North Country Community College hereby approves granting Emeritus status to Peter Sayles, Assistant Professor.

2021-22

MOTION:

SECOND:

ACTION:

DATE:



SARANAC LAKE | MALONE | TICONDEROGA

December 7, 2021

Mr. Joseph Keegan
President
North Country Community College
23 Santanoni Ave
Saranac Lake, NY 12983

Re: Emeritus Status request for Dr. Peter Sayles

Dear President Keegan:

I am writing to request that the College consider bestowing the honor of *Professor Emeritus* on Dr. Peter Sayles, a former colleague and now retired faculty member at North Country Community College. Before coming to North Country, Peter worked as a research scientist, publishing some thirty-seven articles during his career. It was with that same dogged determination he first honed as a research scientist that he approached teaching. While at NCCC, he was a member of the Science Department and served the College and our students with distinction for ten years and counting. Peter is still teaching as an adjunct instructor and served as an important consultant during our initial response to the novel coronavirus.

In reviewing the College's emeritus status policy, it appears that Peter's service to the College meets and exceeds the expectations of one who may be considered for emeritus status. Peter served the College consecutively for at least ten years and retired "in accordance with the retirement provisions of the college" at the end of the 2017-18 academic year. Peter also served the College with distinction as highlighted below:

- He anchored the Science Department offerings in Saranac Lake, teaching courses ranging from Microbiology, to Introduction to Disease, to introductory biology courses.
- With regard to teaching, Peter put most of his effort into this area. He always took an overload, not necessarily because he wanted to, but because it was needed.
- Peter was dedicated to improving his craft. When not in the classroom, he was typically working on lectures – seven days a week. His power point notes in all of his courses were made by him and he never used the slides from the publishers.
- Peter was committed to professional development as well, using Coursera (and other courses) to help keep up to date in the biological sciences.
- Peter was an earlier adopter of online teaching in the sciences and led the department's efforts to embrace online instruction, including online labs.
- Peter willingly traveled to and from our branch campuses to ensure our students there had access to the courses they needed. He is one a few instructors who regularly taught on all three campuses.
- Peter helped with the development of the *AS Health Sciences* program and the *Certificate of Health Sciences* and wrote at least two courses in the program, BIO 255: Introduction to Disease (where he combined and updated two courses) and HEA 106: Intro to Phlebotomy.



SARANAC LAKE | MALONE | TICONDEROGA

- Student evaluations of Peter’s teaching were strong and often laced with superlatives. As Dr. Steinberg, Chair of Science, noted *“In the years that I have worked at NCCC with Peter, I have never heard a negative comment about his courses, only positive ones.”*

In terms of his contributions to the college, Peter helped to initiate the philosophy of teaching discussions that we used to have in the LAC at the end of the semester. As noted, he created the Introduction to Phlebotomy course which proved to be a popular elective. He revamped a two-semester Neurology and Pathology course into a single semester BIO 255 Introduction to Disease course which has received rave reviews from his colleagues who teach also teach online. He was in the group that initially piloted Moodlerooms, the precursor to our current learning management system, Blackboard, and was in the pilot group the led to the adoption of Blackboard.

During his time at the College, Peter was involved in shared governance through the College Senate. He also served on several search committees including Registrar, Library Director, and two Science faculty searches. Prior to joining North Country, Peter served on the Saranac Lake School Board and the Adirondack Teacher Center Policy Board. While at the College, Peter was a governor-appointed member of the SUNY Plattsburgh College Council and has been a director of the Tri-Lakes Federal Credit Union for 16 years (President many of those years). He belongs to the Association of Two-Year College Biology Teachers.

I hope you find Peter’s case as compelling as I do. Thank you in advance for consideration of this request. Should you have any questions about Peter’s candidacy or this request, please contact me at your convenience.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Sarah F. Maroun', enclosed in a thin black rectangular border.

Sarah Maroun
Interim Vice President for Academic Affairs

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS Judy Steinberg retired as Professor in the Science department at the end of the 2019-20 academic year, and

WHEREAS the Vice President of Academic Affairs recommends granting Emeritus status to Judy Steinberg and

WHEREAS the President concurs with this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the Board of Trustees of North Country Community College hereby approves granting Emeritus status to Judy Steinberg, Professor.

2021-22

MOTION:

SECOND:

ACTION:

DATE:



December 7, 2021

Joe Keegan, President
North Country Community College
23 Santanoni Ave.
Saranac Lake, NY 12983

Dear Joe:

It is my pleasure to recommend Judy Steinberg to be made *Professor Emeritus* at North Country Community College. Judy has worked at North Country since 2004 and it has been my good fortune to have known her that entire time.

Judy taught at North Country full-time between 2004 and 2020. During that time she consistently received good evaluations from both students and supervisors. She eventually reached the rank of Professor and was awarded a Chancellor's Award for Teaching Excellence.

Judy Steinberg served as Science Department Chair for many years. During that time she improved and expanded science offerings at the college. She developed a major in Environmental Science, the college's first. Associated with that she developed two new courses; Conservation of Natural Resources and Field Methods in Environmental Science.

There have been many activities that Judy has been involved with during her time here. In an effort to improve the college she served on a number of committees including Curriculum in which she served as Chair, Advising, Scholarship, and Chancellor's Awards. Judy acted as a Peer Observer in which she helped evaluate and give suggestions to her colleagues. She was instrumental in working with students from her classes and Paul Smith's to construct an outdoor classroom on the NCCC campus.

Judy has been involved in a number of community activities during her time in this area. She has been secretary of the Rotary Club here in Saranac Lake. She has also been Board Treasurer of the Lake Placid Sinfonietta.

These activities indicate that Judy has been an important force in the delivering high quality science education at North Country Community College. I believe it would be entirely appropriate to name her *Professor Emeritus*. I would be happy to discuss this with you at any time.

Sincerely,

Associate Professor
Science Department Chair

December 17, 2021

DECEMBER BOARD OF TRUSTEES REPORT

NCCC ASSOCIATION

Robert Rathbun, Jr.

Executive Director

OLD BUSINESS:

DINING SERVICES:

Continuing with exploring options to deliver food services to all campuses in less traditional methods – **vending (refrigerated pre-made entrees)** and the possibility of utilizing food trucks – specifically for Malone.

BOOKSTORES: no new updates

RESIDENTIAL: expect a 25 to 30% drop in students utilizing on-campus residential services for Spring 2022.

FINANCE: Lynne Kemp has assumed the role of P/T bookkeeper and Sandy continues to focus on getting the Association prepared for the financial audit.

NEW BUSINESS:

DINING SERVICES:

To accommodate an expected drop in revenues for Spring 2022, I am anticipating that significant cuts to labor and food expenses will be required. One area I am exploring is closing the dining hall on weekends and moving food service to Saints Hall.

RESIDENTIAL SERVICES:

Security concerns going forward need to be addressed. Several events took place at the end of the fall semester that necessitate replacing the broken/non-functioning locks in the dorms during the semester break, as well as upgrading the existing video surveillance. The Association's board will be presented with specific pricing options this month.

Submitted by Robert Rathbun, Jr.

12/13/2021