

Board of Trustees Meeting Agenda

11:00 a.m. | Friday, February 25th, 2022

Hybrid: Hodson Hall 105, Saranac Lake Campus | Zoom

- I. Call to Order
- II. Approval January 28th, 2022 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Resolution | Assistant Registrar
 - Vice President for Marketing & Enrollment Management
 - Interim Chief Financial Officer
 - August 2021 Audit Financial's
 - January 2022 Financial's
 - Student Debt Relief Proposal
 - Interim Associate Vice President of Student Affairs
 - President
- V. Representative Reports
 - NCCC Association
 - NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment*
- IX. Executive Session

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
January 28th, 2022 | 11:00am
Hybrid Meeting: HH-105 & Zoom*

Board Members Present: Steve Reed, Pete Suttmeier, Mary Irene Lee, Donna Wadsworth, Jessica Kemp, and Dan Kelleher

Excused: Mark Moeller and Jerry Griffin

Others Present: Joe Keegan, Stacie Hurwitch, Tara Smith, Sarah Maroun, Kim Irland, Erik Harvey, Kyle Johnston, Chris Knight, Lee Susice, Dianna Trummer, Kim Duffey, Scott Harwood, Erin Walkow, Sarah Kilby, Tina LaMour

Board Chair, Steve Reed called the meeting to order at 11:02 a.m.

Minutes

Dan Kelleher made the motion to accept the December 17th, 2021 meeting minutes. Mary Irene Lee seconded the motion. The December 17th, 2021 meeting minutes were unanimously approved (6-0-0).

College Senate

Sarah Kilby reported:

- First meeting of the semester is February 11th at 1:00 p.m.
 - Steve Reed volunteered to attend the February meeting.
 - Mary Irene Lee volunteered to attend in March.
 - Pete Suttmeier volunteered to attend in April.

NCCCAP

Lee Susice reported:

- Members are doing well as the semester starts.

CSEA

No report

Board Chair Report

Steve Reed reported:

- Next financial meeting will be in February 2022. He encouraged members of the board to join the discussion.

Interim Vice President for Academic Affairs

Sarah Maroun highlighted her report:

- Faculty voted in favor of adopting new learning management system offered through SUNY contract, D2L Brightspace. Gearing up to have the change go live by 2023.
- There have been two new grant submissions:
 - SUNY request for funding (expanding RN program)
 - ANCA/BIONIQUE/TRUDEAU workforce training – which will be submitted on February 10th
- Start of the Spring 2022 semester has been smooth for faculty and students.
- Members of the board discussed workforce development programs, highlighting wastewater treatment. There was discussion on the approval process requirements from the DEC.

Vice President for Marketing and Enrollment Management

Kyle Johnston reported:

- Wednesday – LastChance2Enroll conclude. Thursday campaign started to push through Winter Carnival. More outreach this year at the carnival is planned – the point of the campaign is to geofence the area.
- NCCC is now a sponsor for events hosted by the Malone Chamber. These events are well attended and will have NCCC as a notable sponsor for each one.
- Started new round of programmatic campaign planning. Earlier this academic year, marketing campaigns on the liberal arts and health care were conducted. The next campaign is due to start March 1st with focus on business programs. Following months will include additional programs.
- Enrollment attention has shifted gears to retaining students; helping with the check-in process and other areas where student support is needed. Data will be collected and reviewed; an analysis will be shared in the future.
- NCCC will run two courses at Akwesasne – instant admit resulted in 11 students into the courses. The goal is to build on this for Summer and Fall 2022.
- Members of the board discussed the sponsorship the college now has with the Malone Chamber of Commerce and what it could mean for NCCC.
- Members of the board then discussed with Kyle charts from his reports, specifically noting the applications to the Saranac Lake programs. It was noted that more programs will not link to more students, but rather the program focus is on student demand and designed around those umbrellas.

Interim CFO:

Erik Harvey reported:

- Shared that his report this month showed updated numbers.
- Current enrollment reports show Spring FTE of 976, creating an 8% decrease in budget when compared to Spring 2021.
- Second Chance Pell is 24% less than budget, with an FTE count of 133.
- Erik shared December financials
 - There is an unbudgeted increase in HEERF federal stimulus revenue loss claims
 - The fund balance on August 31, 2021, was \$5.6 million or 41% of 20-21 net operating cost after considering the \$1.3 million surplus.
 - Enrollment declines related to the pandemic are still being realized. Spring 2022 is the worst semester yet for North Country during the pandemic.
- The 2021-22 forecast shows a full year surplus is projected to be \$262K. The deficit would be \$1.15 million if not for the lost revenue claims being reimbursed by HEERF federal stimulus funds.
- Almost all budget coordinators have submitted their budget proposal for 2022-23. Labor and benefits will require a thorough assessment.
- The 2020-21 Financial Audit site visit was last week, and the overall process went well. At the time, there were no audit findings. Thanks were extended to Brian Pelkey and the team for their hard work on preparing for the audit.
- Erik shared with the board the updates regarding HEERF (CARES/CRRSAA). Our Bursar and Financial Aid Director are working on a proposal to pay down student debt using these funds.
- Erik shared the updates for the 5-year plan
- Aid from County and SUNY are coming in.
- Members of the board spoke briefly of Erik's report.

Pete Suttmeier moved to accept the December 2021 financials as they were presented. Dan Kelleher seconded the motion. The motion was approved unanimously (6-0-0).

Associate Vice President of Student Affairs

Kim Irland shared:

- Focus this month has been preparing students to come back to campus – tracking and verifying vaccination status. This will continue throughout the Spring 2022 semester.
- Athletic teams are doing well, the roster is small but consistent when compared to previous spring semesters.
- Diversity task force has compiled several resources for students and employees to lean on. Information on these shared resources is available on the college's website.
- Student engagement for Fall 2022 was shared. Next step from the collected data is to assess and apply what is learned.
- There are minimal student behavior reports currently. Counseling partnerships have resumed and have been shared as options for our students.
- Career services platform will be campaigning this semester.

President:

Joe Keegan reported:

- Highlighted and thanked the board and the college community for their ongoing support.
- Congratulated Jess Kemp who will be serving as college representative in her role as Winter Carnival Princess.
- Franklin County is currently showing highest COVID-19 positivity rate in the state; requiring boosters and testing.
 - Masking mandate is still in effect.
 - The Ticonderoga campus is now testing sight every Friday throughout the Spring semester.
- Union negotiations with NCCCAP continues to be successful.
- Work continues to meet the financial resolution which is due at the May 2022 board of trustees meeting. The first draft will be shared with PC in the coming weeks.
- SUNY offered funding to support our development of a strategic enrollment management (SEM) plan. This will include both retention and recruitment efforts and provide the college with a free consult from the American Association of Collegiate Registrars and Admissions Officers (AACRAO).
- Governor Hochul's budget outline included support for SUNY including continuing the funding floor, restoration of TAP to incarcerated individuals, expansion of funding for part-time TAP, release of transcripts for students who have college debt, and expanded workforce funding. SUNY BoT resolution requires all SUNY schools to release transcripts for students with outstanding bills. It raises questions on accountability and other areas of potential concern are under review.
- Scott Harwood presented the enrollment data for Spring 2022 and what the numbers mean for the college.
 - Members of the board discussed the presented data.
- Members of the board briefly touched on the consulting that SUNY will be providing the community colleges and what the support will look like.

NCCC Association:

Kim Irland reported in Rob Rathbun's absence:

- Association audit is scheduled to begin February 2nd, 2022.
- The Association Board recent met. They will be held regularly on the first Friday of every month.
- Dining hall is now open six days a week. Students have the option to order take-out for Sunday; with made to order lunch options as well. This schedule was created based on usage, staffing and other areas that were explored.
- Significant technology and security upgrades to the dorms occurred over the winter break.
- The Association recently approved an investment to replace the boiler in the High Peaks dorm.
- Kyle Johnston and his team have been working closely with the Association to get the application of housing interest by using the SLATE platform.
- Board Chair, Steve Reed, noted potential for the Association to provide housing for soccer team during this coming summer.

NCCC Foundation:

Erin Walkow reported:

- Shared her final report of resources raised for the year-end report bringing in \$19k. These funds are higher when compared to the \$10K gifted at the year-end outreach for 2021.
- Research of donor management platforms are complete.
- NCCC Foundation committed for the third year of \$100K opportunity scholarships, in addition to regular funds received for scholarships.
- Members of the board discussed potential approaches for alumni outreach.

Old Business

None

New Business

None

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:17 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 (6-0-0). Joe Keegan was invited to join the meeting at 12:17 p.m.

Mary Irene Lee made a motion to adjourn executive session at 12:52 p.m. Pete Suttmeier seconded the motion. The motion was approved unanimously (6-0-0).

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 12:52 p.m.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

2/25/2022

Motion:

Second:

Action:

**Interim VPAA Report to the
Board of Trustees
February 25, 2022**

Please find the following report from the Academic Area below.

Academic Planning, Programs and Policies:

- **Academic Planning and Programs.**
 - **Spring 2022 Classes:** We are four weeks into the Spring 2022 semester. The persistence rate from the fall to spring semesters is about 75%, which is on par with pre-pandemic rates.
 - **Fall 2022 Classes:** Academic departments have been busy scheduling the Summer 2022 and Fall 2022 classes. We anticipate a draft schedule will go out to faculty for review over the next two weeks. Priority registration for continuing students will begin at the end of March. At this point, scheduling plans include a full return to on-campus classes.
 - **SUNY General Education Requirements:** Work continues to revise and align the new SUNY General Education outcomes with program and institutional learning outcomes. Approvals need to be complete for transfer programs by Fall 2023 and all other programs by Fall 2024.
 - **Professional Development:** On Friday, February 18th, a number of faculty and staff participated in a Bridges Over Poverty training, organized by Kim Irland. Beginning the week of February 22, we will offer a seven-part professional development series on Assistive Technologies and Adult Learning. Marie-Vicky Prince, an adjunct faculty member and Learning Assistance Center staff member, will lead the training. Supported by Perkins funding, this was organized by Cammy Sheridan and the Learning Assistance Center Coordinators.
 - **MSCHE Self-Study:** We anticipate a review of the Self-Study documents at the January meeting of the Middle States Commission with reaccreditation anticipated in March of 2022.
 - **Science and Nursing Lab Upgrades:** No new updates. Work continues to refine plans for both projects. Funding is still in the approval process.
 - **EMT Course Sponsorship:** In early January, the College resubmitted a request to the NYS Department of Health regarding an application for Emergency Medical Technician course sponsorship for Franklin and Essex counties. On January 28th, we received the application for course sponsorship. Once submitted and approved, this allows us to move forward with offering individual EMT and AEMT courses as well as resubmitting the AEMT Certificate program to the New York State Education Department.

Grants and Experiments:

Here is a brief update on our grants:

- **Second Chance PELL:** Currently, we are offering remote instruction at all of the Second Chancel PELL facilities. Given the high virus rates, programs were put on pause until rates begin to drop again. We heard recently that the New York State Dept of Corrections has approved on-site instruction at those facilities (Bare Hill, Franklin, and Adirondack). Sarah Kilby is working with instructors to plan on some in-person instruction as we move forward with the spring semester.
- **Northern Borders Regional Commission Grant:** No new updates.
Wastewater Operator Course: We continue to work through the application for the NYS Department of Environmental Conservation. This is the last step of the process before scheduling the non-credit Wastewater Operator trainings.

- **PTECH:** The senior cohort has joined us at the Malone Campus on Fridays for the BIO 109: Human Biology lab. Juniors will remain at Northern Borders Academy for all of their college courses.
- **SUNY Nursing Expansion Request for Funding:** No new updates. We hope to hear about the funding to expand the Nursing Program proposal by early March.
- **Good Jobs Grant Application:** Working in conjunction with Bionique, Trudeau, and ANCA (Adirondack North Country Association), the College is applying for a federal grant to enhance workforce pipelines and non-credit training within the biotechnology field. While the initial focus of the training will be specific to biotechnology, the longer-term vision of the grant is to expand into other industries as needed in the region. ANCA submitted the grant application on February 10, 2022.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Registrar recommends the temporary appointment of Jessica Martin, to the full-time, 261-day, exempt appointment as Assistant Registrar, for the remainder of the 2021/22 academic year, effective February 14, 2022, at an annual salary of \$43,250,

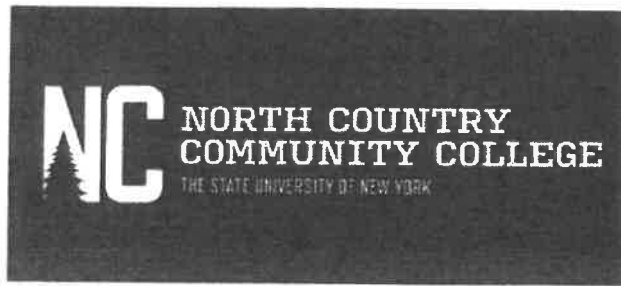
WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of 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.

This position is currently funded in the 2021/22 operating budget.

2021/22
MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:



SARANAC LAKE . MALONE . TICONDEROGA

February 9, 2022

Ms. Jessica Martin
109 Station St
Lake Placid, NY 12946

Dear Ms. Martin:

Pending approval by the North Country Community College Board of Trustees at their February 25, 2022 meeting, I am pleased to offer you a temporary, full-time, twelve-month (261 days) exempt appointment as Assistant Registrar for the 2021-2022 academic year effective Monday, February 14, 2022.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 7 on Schedule C of the 2021-2022 CBA, which is an annualized salary of \$43,250.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Shelly St. Louis, Registrar, and your area supervisor is Sarah Maroun, Interim VP of Academic Affairs.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than Friday, February 11, 2022.

Sincerely,

A handwritten signature in cursive script that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

A handwritten signature in cursive script, followed by a horizontal line.

Employee Signature

A handwritten date '2/9/2022' followed by a horizontal line.

Date

NORTH COUNTRY COMMUNITY COLLEGE
23 Santanoni Avenue
Saranac Lake, New York 12983

POSITION DESCRIPTION
ASSISTANT REGISTRAR

Job Title: Assistant Registrar
Job Status: Full-time / NCCCAP 261 Day
Department: Records Office
Supervisor: Registrar

North Country Community College (NCCC) is a small community college located in the Adirondack State Park in Northern New York. The main campus is located in Saranac Lake with additional campuses in Malone and Ticonderoga. While the College offers numerous majors, including several occupational programs, the College focuses on a liberal arts education as a foundation for any degree program. Classes are relatively small providing opportunities for a close academic and academic advising relationship with each student.

General Job Description: The Assistant Registrar works directly for the Registrar. He/she oversees and supervises the operations of the Records Office in the absence of the Registrar and functions as the office manager. Primary responsibilities include assisting the Registrar with student registration, records and database processes. The Assistant Registrar also assists the Assistant Dean of Institutional Research and Information Technology with data integrity and collection and in internal and external data reporting.

This individual will be based on the Saranac Lake, New York campus with potential duties on another of the College campuses as per the Collective Bargaining Agreement.

Major Duties and Responsibilities:

1. Assists in directing the daily operations of the Registrar's Office and ensures that academic and office policies and procedures are being followed. Acts as office manager responsible for general overall office functions, oversight, and assignment of duties for completion of day-to-day operations including processing of transcript requests, verifications of enrollment, forms, supplies, phone and window customer service, etc.
2. Works closely with and provides technical support to the Assistant Dean for Institutional Research and Information Technology. This includes knowledge and skills related to record-keeping software such as CAMs, Crystal Reports, and Microsoft Office tools.

3. Enforces policies and procedures of student registration, records, class schedules, instructional space scheduling, grade submissions, and graduation requirements.
4. Working closely with the Registrar and the Assistant Dean for Institutional Research and Support, aids in maintaining the College's academic information infrastructures including academic records archives, on-line student database, student e-mail, student, and faculty portals for access to the CAMS database.
5. Assists Assistant Dean for Institutional Research and Support in developing statistics and data for internal analysis and external reporting.
6. Works with Registrar in maintaining current and archival credit and non-credit course offerings and troubleshooting problems, including room scheduling and database management for both credit and non-credit courses.
7. Manages inspection and correction of student database to ensure accurateness prior to submission of the Student Data File and various other SUNY, State Education Department, Federal and other required and requested surveys.
8. Assists with implementation and development of processes related to SUNY policies and mandates.
9. Works with the Enrollment Office to facilitate student registration processes.
10. Assists the Registrar with degree audits updating and set up.
11. Assists the Academic Affairs area with reports from Crystal and CAMS.
12. All other duties as assigned by the Registrar.

Principle Performance Requirements:

1. Assist with daily operations and management of the Records Office.
2. Assist with development of policies and services related to student records, data collection, processing, and internal/external reporting.
3. Assist with course scheduling, student transcript maintenance, certifying degree candidates and processing diplomas.
4. Participate in the life of the College including involvement in shared governance and other areas of service.
5. Effectively work with diverse groups across the College community.
6. Possess and exercise strong written and verbal communications skills as well as strong interpersonal skills.

Qualifications for the Job:

1. **Education:** Minimum of an Associate's degree in related field.
2. **Experience:** Five years of relevant experience required; Knowledge of CAMS (Comprehensive Academic Management System) or similar student database and 3 years student database experience.

Key Competencies:

1. Strong verbal and written communication skills.
2. Strong interpersonal skills.
3. Knowledge and skills related to data collection, processing, and reporting, which require significant attention to detail.
4. Knowledge and skills related to course scheduling, as well as student data and records management.
5. Experience with and knowledge of SUNY and New York State community college degree requirements
6. Responsiveness, timeliness, and professionalism.

This position was updated on December 22, 2021.

Changes to this job description were negotiated, reviewed and approved by:

Area	Person's Name	Signature	Date
NCCCAP			/ /
College Administration			/ /

Date last reviewed _____

Last reviewed by _____

Objective

My primary responsibilities as a microcomputer operator include assisting students with transcripts, registrations, education verifications, schedules, etc. Answering phones and emails in a quick manner. Assists Registrar with transfer evaluations- creating letters and entering data into CAMS. Mail diplomas and transcripts for graduation. Attend graduation and registration events as needed.

Education

North Country Community College — Saranac Lake, NY

- Associate of Applied Science Degree in Business Office Technology, May 2009

Lake Placid High School – Lake Placid, NY

- Regents Diploma, June 2007
-

Experience

North Country Community College — Saranac Lake, NY Microcomputer Operator, 2015 to current

Data entry and clean up within CAM's database, input/authorization of grades, answering phones and email, assisting with students/faculty/staff, process transcripts and enrollment verifications, process transfer evaluations for students.

Whiteface Lodge – Lake Placid, NY Hostess/Back wait, 2020 to current

Work part time evenings- making reservations, seating guests, delivering food, assist with clearing/cleaning tables.

Olympic Regional Development Authority– Lake Placid, NY Security/Ticket Sales, 2005 to current

Work part time doing ticket sales for events and entry into public skating, security around arena during event; big or small.

Champlain National Bank- Lake Placid, NY Vault Teller/Customer Service Rep, 2010 to 2015

Aid in customer service- deposits/withdrawals, opened accounts (checking, savings, business, cd's), controlled the money in the main vault.

ORDA Store- Lake Placid, NY Customer Service Rep, 2008 to 2010

Sales, stocked-placed orders for merchandise, billing for other venues and companies, worked events and sold tickets for other venues/events.

Committee's

Search Committees- Financial Aid Director/Registrar/Academic Technology Coordinator
Enrollment Committee- 2017 to current
CSEA Senate Representative- 2020 to current
Commencement Committee- 2019 to current
Middles State Review Committee- 2020 to 2021
CSEA Chancellors Award Committee- 2016

Awards

Chancellor's Award for Excellence in the Classified Service- 2020

Community Involvement

Volunteer Firefighter- Lake Placid Fire Department- 2020 to current
Auxiliary Chairperson- Lake Placid Fire Department- 2015 to current

Vice President of Marketing and Enrollment

Report to the Board of Trustees

Created February 22, 2022

Enrollment and Financial Aid Team Updates:

- **Major project updates:**
 - **SLATE CRM (Customer Relationship Management):** This month our new Enrollment Counselors helped create personalized emails that will automatically send for them as students come into our system as prospects/inquiries/applicants. This was a big step for us as we have now started working with faculty, coaches, residence life and the foundation to do the same thing. As students become known to us we want to have a series of communications that flow to help them with their decision to attend North Country. Once these are setup, they will establish a nice baseline that we can supplement with personal calls and text messages to students that aren't taking action.
 - **OMNI CMS (Content Management System):** Recently, Chris Knight has been working on a next version of our college home page that features three new spaces for videos. We will be able to feature hype videos, program videos, navigator/process videos, etc. We are shooting to roll this out over spring break in March.
 - **North Country Navigator:** This past few weeks our Slate team (which includes members of our IT Department) has been working on ways to add important IT checkpoints into the checklists that we already use with students through the enrollment process. We have been building out space to document important steps such as student account creation and future Technology Orientations.
- **The Enrollment Team** has started to dive into the groundwork that will be needed for our SEM Plan Project. I've divided them into two teams to start work on a "Recruitment Plan" that will be divided into two main parts: traditional student recruitment and non-traditional student recruitment. Their task is to first document all the activities and plans for this coming year (assuming a level of normalcy) as well as outlining what initiatives they would undertake if there was more time and/or funding available. These ideas will be very important to the work that will happen in the "Recruitment/Retention Committee".
- **The Financial Aid Team** has started the setup that is needed to begin financial aid awarding for fall 2022. There are some updates that will need to be made technologically but we should be able to start the awarding process within a few weeks of those upgrades being completed.

Marketing and Web Team Updates:

- Our "Winter Carnival" campaign concluded on February 13th and we have been working to create the "Business Programs" campaign that will kick-off March 1st. This campaign will feature online and social ads as well as print and radio within the region. We will also be updating the main marketing piece for this push.
- We've recently been working to create three 15 second video spots that can be used across Hulu, YouTube, our website and student communications. The first of three is done and it will be the template for the others that'll be finalized in the next couple weeks. All three will go live in March.
- This week we final approved the designs for the first phase of the signage project so they can be delivered to the vendor. I'll be starting the work on phase two in March which will be roughly 20 more signs. Hopefully we can start the first installations this spring then the rest over the summer months.



A CALL TO REACH HIGHER

A call to reach higher. Our **Business Programs** feed your passion, opening doors to new careers you never thought possible in the entire realm of business. Develop skills to build your own business or take your career to new heights in customer service or management fields. Learn the tricks of the trade for promotions and job opportunities. And, learn about the laws governing the operations and financing of businesses.

Starting this fall, we will be offering a brand-new degree in the growing area of Healthcare Administration. The need for well-trained healthcare administrators is on a steady rise and we now have the degree program to get you there faster!

Start your journey towards an exciting career or transfer to a 4-year college or university:

- Healthcare Administration
- Business Administration AS
- Business Administration AAS
- Entrepreneurship Management
- Entrepreneurship Certificate
- Sports and Events Management

NC North Country Community College
Sponsored · 🌐

Check out North Country's suite of six strong and in-demand business programs TODAY!



The advertisement features a collage of images. The top half shows four people (three men and one woman) in a meeting, looking at documents. The text 'COME NC THE DIFFERENCE BUSINESS PROGRAMS' is overlaid on this image. The bottom half shows a woman in a blue patterned shirt standing in an office, with a laptop and a hand typing on a keyboard in the foreground. The text 'NCCC.EDU YOUR success is OUR business!' is at the bottom left, and a 'LEARN MORE' button is at the bottom right.

NCCC.EDU
YOUR success is OUR business!

LEARN MORE

NC North Country Community College
Sponsored · 🌐

North Country's new Entrepreneurship certificate and Healthcare Administration degree are ready for YOU!



This advertisement is identical in layout to the one on the left, featuring the same collage of images and text. The text 'COME NC THE DIFFERENCE BUSINESS PROGRAMS' is overlaid on the top image, and 'NCCC.EDU YOUR success is OUR business!' is at the bottom left, with a 'LEARN MORE' button at the bottom right.

NCCC.EDU
YOUR success is OUR business!

LEARN MORE

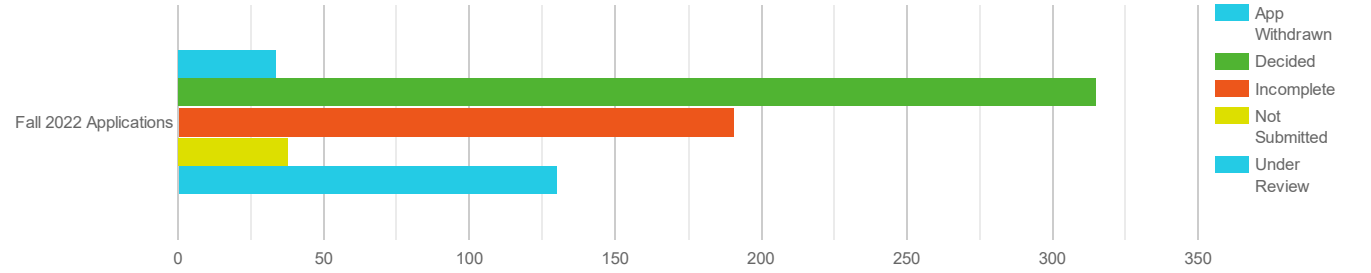
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Fall 2022

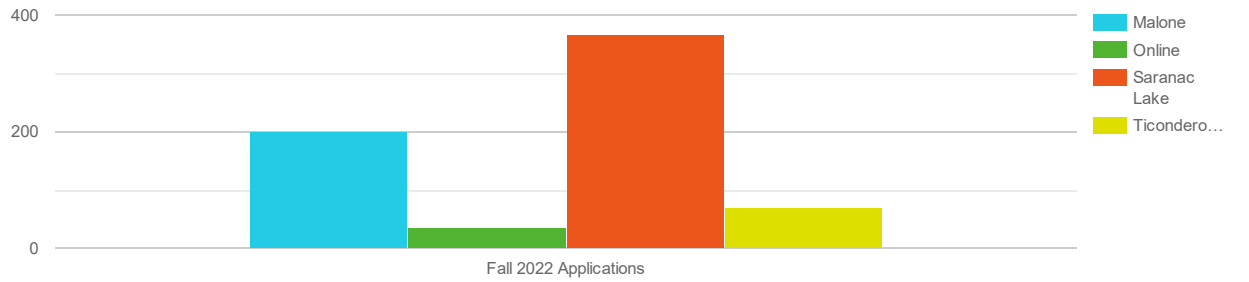
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Metric	2022 Applications	Fall 2022 Applications
Fall 2022 Applications	983	708

FA22 App Status

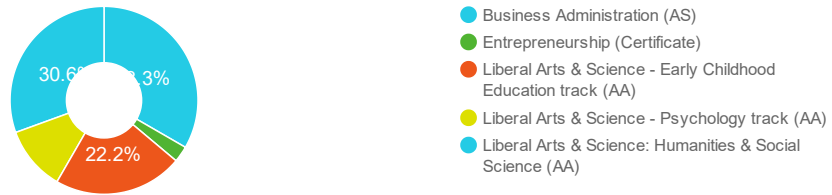


Fall 2022 Applications by Campus



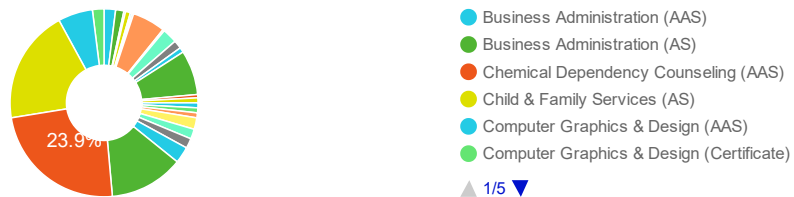
FA22 Apps: Online by Program

Fall 2022 Applications



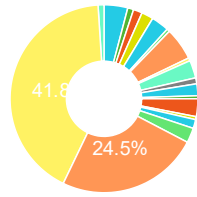
FA22 Apps: SL by Program

Fall 2022 Applications



FA22 Apps: ML by Program

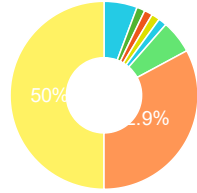
Fall 2022 Applications



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

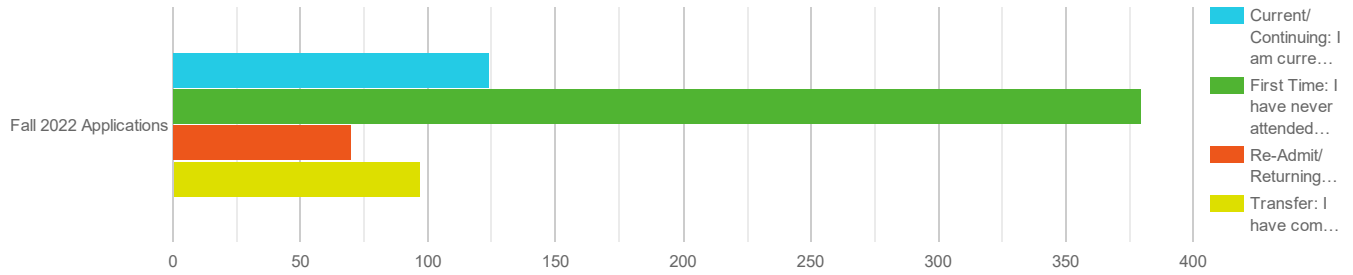
FA22 Apps: TI by Program

Fall 2022 Applications

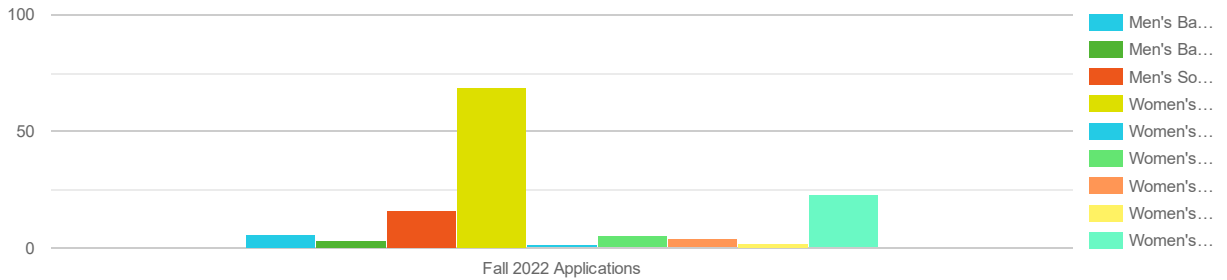


- Health Sciences (AS)
 - Individual Studies (AAS)
 - Liberal Arts & Science - Early Childhood Edu...
 - Liberal Arts & Science - English track (AA)
 - Liberal Arts & Science - Psychology track (AA)
 - Liberal Arts & Science: Humanities & Social S...
- ▲ 1/2 ▼

FA22 Apps by Type



FA22 Apps: Athletics



**North Country Community College
Interim CFO's Report to the Board of Trustees
February 25, 2022**

Greetings,

As always, I hope this report finds you well. This month's report will be short as I am asking the board for approval of the financial statements 1) for the year ending August 31, 2021, and 2) the month ending January 31, 2022. I'll also ask the board for approval of a student debt relief plan to pay down pandemic related debt owed the college that has a high likelihood of non-payment.

2020-21 Year End Closeout *(no changes from January report - for review and approval)*

- Enrollment
 - Total FTE of 976 was 74 or 8% less than budget.
 - In/Out of state FTE of 609 was 26 or 4% less than budget.
 - Concurrent Enrollment FTE of 234 was 16 or 7% less than budget.
 - 2nd Chance Pell FTE of 133 is 32 or 24% less than budget.
- Revenue
 - \$552K unbudgeted increase for HEERF federal stimulus revenue loss claims
 - \$191K or 5% cut in New York State aids – aid was restored in 21-22
 - \$110K tuition and fee revenue worse vs budget due to enrollment declines.
 - \$83K increase in chargeback revenue vs. budget – SUNY Chancellor increased chargeback rates in 20-21 to help offset NYS aid cuts.
 - Bad Debt is preliminary at \$220K. Student debt has increased by \$250K during the pandemic. Methodology to increase reserve is still under audit review.
- Expense
 - \$660K Salaries and Benefits better the budget
 - Open positions not always filled
 - Casual labor pools cut back due to fewer class sections and distance learning
 - Health Insurance provisions for anticipated increases were not needed
 - \$220K Distance learning related expenses better than budget
 - \$56K Travel
 - \$55K Utilities
 - \$38K Instructional Supplies
 - \$35K Maintenance
 - \$35K Office Supplies
 - \$85K 2nd Chance Pell savings vs. budget for labor and supplies due to reduced enrollment
 - \$55K Student Recruiting and Advertising
- Prelim full year surplus was \$1.3 million.
- The fund balance on August 31, 2021, was \$5.6 million or 41% of 20-21 net operating cost after considering the \$1.3 million surplus.

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

- The variance of \$2.3 million in “Accounts Receivable Students” is simply due to the timing of the start of the spring semester being delayed in 2021 until February. This year the spring semester commenced on time and students were invoiced in January.
- The variance of \$5 million in “Payroll and Benefits Liabilities” is related to a payroll processing error in 2021. There was no impact on actual employee earnings or deductions, but the error created entries into the general ledger that were corrected in subsequent periods.

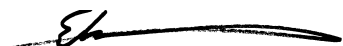
2022-23 Budget Highlights

- Preliminary enrollment for 2022-23 is 900 FTE
 - Assumes 5% in state decline entering FA22 offset by 25 additional FTE for new initiatives.
 - Out of State increases by 6 FTE to 45 total FTE, the same as 17-18 and 18-19 levels
 - Normal pre-pandemic persistence into the spring semester
 - Slight recovery of Concurrent Enrollment (Bridge) and 2nd Chance Pell programs.
- Preliminary budget deficit in draft #1 is \$1.2 million.
- Next Steps
 - *March:* Open forum presentation covering budget/financial highlights, a review of the budget gap, strategic priorities, and challenges. Shared governance discussion on closing budget gap in baseline budget, right-sizing outcomes, finding dollars to apply to strategic initiatives, reallocation of budget dollars within department budgets, and discussion of what to do if State expectations are not met.
 - *April:* Complete compilation of budget documentation to be viewed and disseminated to Counties, and college community. Balanced budget presented to Board of Trustees.
 - *May:* Board of Trustees approves budget. Submit budget packet to Counties.

HEERF (CARES/CRRSAA/ARP) *(for review and approval)*

- The college developed the enclosed plan to pay down \$365K of student debt using Institutional HEERF funds. This would help the students who would otherwise have bad credit and not be able to come back to school. It would also benefit the college as most of the debt has a high likelihood of being uncollectable. Careful consideration was given to the eligibility criteria and the plan was reviewed and approved by SUNY in early February.
- As was suggested by SUNY, the plan targets North Country’s most needy students. The first selection is Pell eligible students. The plan then looks at Title IV (federal loan) eligible students, and finally looks to those students who have balances that would prohibit them from going back to school.
- There will be no stipulations or incentives given to the students to reduce the debt; meaning no notification will be sent to the student prior to accept any terms for their balance to be reduced.

Kind regards,



Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of August 31, 2021

SUBMITTED TO THE BOARD OF TRUSTEES

February 25, 2022

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet AUGUST 31, 2021			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
Assets			
Cash	\$ 3,907,470	\$ 3,263,515	\$ 643,955
Accounts Receivable-Students	435,498	444,856	(9,358)
Due From NCCC Association	460,882	295,196	165,686
Due From NCCC Foundation (Contributions)	990,403	665,946	324,456
Due From Other Funds	416,833	189,190	227,643
Due From Governments (State & Fed Fin Aid)	1,148,126	683,102	465,024
Prepaid Expenses	113,720	322,147	(208,427)
Total Assets	\$ 7,472,932	\$ 5,863,953	\$ 1,608,979
Liabilities			
Accounts Payable	\$ 44,517	\$ 83,337	\$ (38,819)
Payroll & Benefits Liabilities	68,401	90,330	(21,929)
Due to NCCC Association (Room, Meals, Books)	-	180,735	(180,735)
Due to NCCC Foundation (Rent)	355,780	87,654	268,126
Due to Other Funds	0	-	0
Due to Retirement	366,435	386,258	(19,823)
Compensated Absences	300,507	289,672	10,835
Other Liabilities	736,198	462,389	273,809
Total Liabilities	\$ 1,871,838	\$ 1,580,375	\$ 291,463
Month End Equity	\$ 5,601,094	\$ 4,283,578	
Total Liabilities & Equity	\$ 7,472,932	\$ 5,863,953	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/20	\$ 4,283,578		
Estimated 20-21 Surplus (Deficit)	\$ 1,317,516		
Projected Fund Balance as of 09/01/21 ¹	\$ 5,601,094		
Projected Fund Balance as a % of NOC	41%		
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 \$15,856,548.			

North Country Community College Revenues & Expenditures AUGUST 31, 2021				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
Revenues				
Tuition & Fees	\$ 5,330,393	\$ 5,959,377	\$ 628,984	112%
Sponsors' Contribution	2,380,000	2,380,000	-	100%
Chargebacks	695,600	778,560	82,960	112%
Out-of-State Tuition	747,053	420,584	(326,469)	56%
State Aid	4,050,609	3,845,656	(204,953)	95%
HEERF Revenue Loss Claims	-	551,667	551,667	NA
Contributions	1,153,500	1,229,424	75,924	107%
Total Revenues	\$ 14,357,155	\$ 15,165,268	\$ 808,113	106%
Expenditures				
Salaries	\$ 7,134,020	\$ 6,651,516	\$ 482,503	93%
Payroll Taxes	545,752	454,426	91,326	83%
Medical	2,057,012	1,865,870	191,142	91%
Retirement	620,050	646,579	(26,529)	104%
Other	107,535	185,488	(77,953)	172%
Equipment	34,050	18,128	15,922	53%
Facility Leases	1,448,480	1,554,078	(105,598)	107%
Utilities	301,500	246,987	54,513	82%
Maintenance	167,150	132,091	35,059	79%
Office & General Supplies	69,810	34,456	35,354	49%
Advertising	206,050	169,044	37,006	82%
Professional Services	118,200	100,045	18,155	85%
Information Technology	291,370	349,010	(57,640)	120%
Library & Instructional Supplies	347,510	140,821	206,689	41%
Scholarships	485,000	777,022	(292,022)	160%
Travel	101,550	7,228	94,322	7%
Property & Liability Ins.	145,000	143,080	1,920	99%
Miscellaneous	207,817	270,841	(63,025)	130%
Total Expenditures	\$ 14,387,856	\$ 13,746,710	\$ 641,146	96%
Operating Surplus (Deficit)	\$ (30,701)	\$ 1,418,557	\$ 1,449,259	-4721%
Non-Operating Activity	-	(101,041)	(101,041)	NA
Total Fund Surplus (Deficit)	\$ (30,701)	\$ 1,317,516	\$ 1,348,218	-4391%

North Country Community College

August Actual

For the year ending August 31, 2021

FTE	Budget	Actual	More (Less) vs. Budget	
In-State	575	577	2	0%
Out of State	60	31	(29)	-92%
In/Out of State FTE	635	609	(26)	-4%
Concurrent Enrollment	250	234	(16)	-7%
Core Operating FTE	885	843	(42)	-5%
Pell Prison Program	165	133	(32)	-24%
Total FTE	1,050	976	(74)	-8%

Unrestricted Fund (in thousands)	Budget	Actual	More (Less) vs. Budget	
Revenues				
Tuition	\$ 5,107	\$ 5,425	\$ 318	6%
Fees	1,210	1,175	(34)	-3%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	696	779	83	12%
State Aid	4,051	3,846	(205)	-5%
HEERF Revenue Loss Claims	-	552	552	NA
Contributions & Other Income	1,154	1,229	76	7%
Reserve for Bad Debt	(239)	(220)	19	-8%
Total Revenues	14,357	15,165	808	6%
Expenditures				
Salaries	7,134	6,652	(483)	-7%
Payroll Taxes	514	454	(60)	-12%
Medical	2,025	1,866	(159)	-8%
Retirement	600	647	47	8%
Other	191	185	(6)	-3%
Equipment	34	18	(16)	-47%
Facility Leases	1,448	1,554	106	7%
Utilities	302	247	(55)	-18%
Maintenance	167	132	(35)	-21%
Office & General Supplies	70	34	(35)	-51%
Advertising	206	169	(37)	-18%
Professional Services	118	100	(18)	-15%
Information Technology	291	349	58	20%
Library & Instructional Supplies	188	141	(47)	-25%
Scholarships	485	385	(100)	-21%
Scholarships - Concurrent Enrollment	-	392	392	NA
Travel	64	7	(56)	-89%
Property & Liability Ins.	145	143	(2)	-1%
Miscellaneous	406	271	(135)	-33%
Total Expenditures	14,388	13,747	(641)	-4%
Operating Surplus (Deficit):	\$ (31)	\$ 1,419	\$ 1,449	4721%
Non-Operating	-	(101)	(101)	NA
Unrestricted Fund Surplus / (Deficit)	\$ (31)	\$ 1,318	\$ 1,348	-4391%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of January 31, 2022

SUBMITTED TO THE BOARD OF TRUSTEES

February 25, 2022

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet JANUARY 31, 2022			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
Assets			
Cash	\$ 3,468,392	\$ 3,122,374	\$ 346,018
Accounts Receivable-Students	2,877,552	564,686	2,312,867
Due From NCCC Association	543,970	374,881	169,089
Due From NCCC Foundation (Contributions)	861,142	1,135,732	(274,590)
Due From Other Funds	456,132	(278,390)	734,522
Due From Governments (State & Fed Fin Aid)	31,937	503,439	(471,502)
Prepaid Expenses	22,350	26,779	(4,429)
Total Assets	\$ 8,261,476	\$ 5,449,501	\$ 2,811,975
Liabilities			
Accounts Payable	\$ 30,169	\$ (165,695)	\$ 195,865
Payroll & Benefits Liabilities	(157,162)	5,090,444	(5,247,605)
Due to NCCC Association (Room, Meals, Books)	728,184	-	728,184
Due to NCCC Foundation (Rent)	186,267	531,313	(345,046)
Due to Other Funds	66	40	26
Due to Retirement	40,045	59,274	(19,229)
Compensated Absences	269,208	289,672	(20,464)
Other Liabilities	379,064	256,317	122,747
Total Liabilities	\$ 1,475,842	\$ 6,061,365	\$ (4,585,523)
Month End Equity	\$ 6,785,634	\$ (611,864)	
Total Liabilities & Equity	\$ 8,261,476	\$ 5,449,501	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/21	\$ 5,601,094		
Estimated 21-22 Surplus (Deficit)	\$ 262,273		
Projected Fund Balance as of 09/01/22 ¹	\$ 5,863,368		
Projected Fund Balance as a % of NOC	40%		
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 JANUARY 31, 2022				
	Annual Budget	YTD Actual	19-20 Actual M (L)	% of Budget
Revenues				
Tuition & Fees	\$ 5,724,264	\$ 4,613,306	\$ (1,110,957)	81%
Sponsors' Contribution	2,380,000	586,667	(1,793,333)	25%
Chargebacks	640,510	346,195	(294,315)	54%
Out-of-State Tuition	396,000	330,330	(65,670)	83%
State Aid	4,075,965	1,136,492	(2,939,473)	28%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,172,840	413,206	(759,634)	35%
Total Revenues	\$ 14,389,578	\$ 7,426,197	\$ (6,963,382)	52%
Expenditures				
Salaries	\$ 7,190,717	\$ 2,967,460	\$ 4,223,257	41%
Payroll Taxes	550,090	211,482	338,608	38%
Medical	2,011,394	776,727	1,234,666	39%
Retirement	696,646	279,584	417,062	40%
Other	116,180	77,951	38,229	67%
Equipment	15,000	70,942	(55,942)	473%
Facility Leases	1,557,992	660,720	897,272	42%
Utilities	301,500	192,800	108,700	64%
Maintenance	165,300	84,080	81,220	51%
Office & General Supplies	52,220	23,472	28,748	45%
Advertising	184,300	53,463	130,837	29%
Professional Services	112,500	41,274	71,226	37%
Information Technology	295,300	265,109	30,191	90%
Library & Instructional Supplies	354,060	83,125	270,935	23%
Scholarships	689,105	444,526	244,579	65%
Travel	75,000	5,425	69,575	7%
Property & Liability Ins.	146,000	74,150	71,850	51%
Miscellaneous	172,615	103,777	68,838	60%
Total Expenditures	\$ 14,685,919	\$ 6,416,070	\$ 8,269,849	44%
Operating Surplus (Deficit)	\$ (296,341)	\$ 1,010,127	\$ 1,306,468	-441%
Non-Operating Activity	-	73,423	73,423	NA
Total Fund Surplus (Deficit)	\$ (296,341)	\$ 1,083,550	\$ 1,379,891	-466%

Institutional Funds – Bad Debt Waivers

New plan created and submitted to Administration by McCayla Quinn, Bursar, 2/11/2022
Submitted to SUNY 2/11/2022

North Country Community College (NCCC) received grants from the Higher Education Emergency Relief Fund (HEERF) and plans to use a portion of the American Rescue Plan Act (ARP) funding to pay off student debt held by North Country in an effort to help students get back to school. NCCC has reviewed current unpaid student balances since the start of the COVID-19 pandemic in March 2020. Each student has received monthly billing notices since the debt incurred; please have it noted NCCC only sent billing notices and not letters with Collection Notice language. NCCC has decided to use Institutional Funds from the ARP Act to reduce/eliminate the debt of those students at this time.

Student Eligibility

Pell Eligible Students

Total # of Students	72
Total Amount	\$143,086.93

- Student must have a current balance as of 1/27/2022; this includes payment plans
- Student must have been enrolled in any term from Spring 2020 through Summer 2021

Title IV Eligible Students

Total # of Students	24
Total Amount	\$58,424.19

- Student must have a current balance as of 1/27/2022; this includes payment plans
- Student must have been enrolled in any term from Spring 2020 through Summer 2021

NON-Title IV Eligible Students

Total # of Students	51
Total Amount	\$163,653.59

- Student must have a current balance as of 1/27/2022; this includes payment plans
- Student must have been enrolled in any term from Spring 2020 through Summer 2021 (matriculated or non-matriculated)
- Student's balance must be an amount creating the inability for continued enrollment at NCCC

There will be no stipulations or incentives given to the students to reduce the debt; meaning no notification will be sent to the student prior to accept any terms in order for their balance to be reduced. All students whose debt falls under the parameters above, if approved, will be mailed (or emailed if mailing is unsuccessful) the new status of their account balance.

Total amount of Institutional ARP Funds to utilize is **\$365,164.71** for **147** students.

Student Affairs

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

February 2022 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 – ASSOC. DIR. OF RES LIFE & HOUSING (ASSOCIATION)

Athletic Department News

- Congratulations to the Men's & Women's Basketball teams! Saint's Women's Team will be the #2 seed and will host Quarter Final game on Tuesday February 22. Saint's Men's Team will be the #8 seed and will host Tompkins Cortland in the Sub-Regionals on Saturday February 19 at 3pm!
- Women's Lacrosse Team practices will begin in the last week in February.
- The Athletics Department has hired Wayne Cowan as our Men's Soccer Head Coach for the Fall 2022 season. Wayne is already busy recruiting players for the fall roster.
- The Athletics Department is exploring an application to the LEAF Grant with Erin Walkow at the Foundation. This grant application is due by September 1st 2022 and would build capacity for improvements with the scoreboard, running power to the field, team 'dugouts', equipment storage, and spectator seating options.
- Community Recreation services are open including public access to the pool.
- The Sparks Athletics Complex was used to host the Democratic Caucus on Tuesday, Jan 25, 2022 and had over 200 community members at the event.



Counseling Partnership News:

- Citizen Advocates resumed counseling services on the Saranac Lake campus with a focus on the residence hall population weekly on Thursday evenings. These services are currently free thanks to applicable HEERF funding. Every available session has been used and we are currently exploring expanding services. Fall semester counseling usage data and service usage is being tracked to evaluate our intended impacts and will be available at the end of the semester.
- A new MOU with Behavioral Health Services North STOP Domestic Violence program will provide free counseling services on all three of our campuses and via tele-health. On campus services are expected to begin in March 2022.
- An MOU with Planned Parenthood is underdevelopment to renew prevention services on all three campuses, including classroom presentations and prevention education. Stay tuned for more information.
- Kim Irland and Kathleen Dowd-Maloney of Human Services are collaborating on the development of mental health trainings and growing the Peer Advocates initiative this spring. Peer Advocate profiles are now available online.
- All our Counseling Partnerships are described here: <https://nccc.edu/counseling/index.html>.

Diversity, Equity, and Inclusion & Title IX News

- The February 2022 Diversity Newsletter on Black History is published online at <https://nccc.edu/about/diversity/> and the March newsletter on Women's History Month is under development.
- The Diversity Task Force hosted Part 1 of a free virtual training called Bridges Out of Poverty on Friday, Feb. 18 presented by Champlain Valley Family Center. Total participation was 26 employees.
- The film *Savage Land*, sponsored by the Diversity Task Force, and hosted by North Country Live on Thursday, Feb. 17 had 32 attendees from the community and the College. Thank you to discussion moderator Shir Filler and North Country Live host Chris Knight for making this event a reality!

Student Life News

- Student Affairs and the Association are collaborating to host another Dining Services Advisory Board before the end of February along with a supplemental survey.

Career & Transfer Services News

- The Career Services jobs board platform called College Central Network (<https://www.collegecentral.com/nccc/>) continues to grow in registrations with just over 50 students, 27 employers, and 4 NCCC alumni.

Easy as 1-2-3!

Job seekers, add the College Central® App to your tablet or smartphone home screen:

1. Go to collegecentral.com/app
2. Tap  (iPad/iPhone) or  (Android)
3. Tap the "Add to Home Screen" menu item

Get It Now! 



Search our school's exclusive jobs database, Jobs Central®, and Intern Central®.

CollegeCentral.com/nccc

Campus Safety and Community Standards News

January 1, 2022 – Feb. 18, 2022

Top Incident Types	Total Incidents
COVID-19 Report	30
ADA 504	9
Student Behavior Report	9
Injury or Illness Report	3
Pregnancy/Newborn Parenting Status Disclosure	3
Student Grievance/Complaint	1
Academic Integrity Report	1
Referral for Student Support	1

**North Country Community College
President's Report to the Board of Trustees
February 25, 2022**

Greetings to you all,

...on this final Friday in February. It was just two weeks ago that our Student Trustee, Jessica Kemp, carried the NCCC torch (metaphorically speaking) in her role as the Saranac Lake Winter Carnival Princess. With the vernal equinox just around the corner and the number of COVID cases in the region showing steady declines, our community is hopeful that better days await us. One expression of this hope is our Commencement Committee's work planning a hybrid commencement ceremony. And yet, we continue to take steps that keep our students and employees safe and healthy, including mandatory masking, social distancing and vaccine compliance.

The spring semester is always a busy one and it tends to fly by. Our students are busy with their studies and extra-curriculars including both our Men's and Women's Basketball teams making it into the playoffs. The faculty and staff are actively teaching and supporting students, our enrollment team is recruiting for the Fall 2022 semester, and the administration, like others, has been tending to many and various tasks, including work on the 2022-2023 budget and planning.

We'll have much to share with you at your meeting and look forward to seeing you then.

Gratefully yours,

Joe

★ **Board Matters**

- *Board Policies:* four BoT policies are in various stages of review: Advisory Committees, Board Travel, Budgetary, and Vehicle Parking. We placed them on a three-year review cycle and are starting with the oldest policies first.
- *Budgeting and Planning:* As our Interim CFO, Erik Harvey, will share during his report, the 2022-2023 budget has been drafted, firming up the anticipated deficit and thus the steps to reduce that deficit as part of a roadmap to a balanced budget. The budget draft was shared with President's Council as were two of the initial steps we taken to balance the budget. They include:
 - ★ *Student Debt Relief Proposal:* this proposal is to use HEERF funding to pay down student debt to the College during the COVID-19 period (Spring 2020 semester through Spring 2022). If fully executed, some \$365,000 of bad debt would be paid off on students' behalf.

- ✦ *Early Retirement Incentive:* a \$30,000 early retirement incentive was offered to some 14 employees who have at least 20 years of service to the College.

Relatedly, and seemingly fortuitously, SUNY has provided community colleges with funding to participate in Strategic Enrollment Management (SEM) planning with the American Association of Collegiate Registrars and Admissions Officers (AACRAO). This includes the benefit of a paid consultant to provide both guidance and feedback on our efforts. We believe this a great opportunity and one that will help inform and our budgeting and planning efforts as so much of the work ties into our strategic plan initiatives.

★ **Campus and External Relations**

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

Date	With	Location
1/31/22	CV-TEC CLNA Site Visit – Mineville Campus	Mineville
02/01/22	Franklin County Community Service Board Meeting	WebEx
02/02/22	President’s Council	Zoom
2/03/22	John Kowal, Clinton CC Officer in Charge	Phone
2/10/22	Jim Brooks, College Attorney	Lake Placid
2/10/22	Northern Area Health Education Center (NAHEC) – Finance Committee	Zoom
2/10/22	NAHEC Board Meeting	Zoom
2/11/22	Association Board Meeting	Zoom
2/11/22	College Senate Meeting	Zoom
2/11/22	NCCCAP Negotiations	Teams
2/14/22	CV-TEC CLNA Review and Assessment	Teams
2/14/22	COVID-19 Task Force	Teams
2/15/22	NY Community College Presidents’ Meeting	Herkimer CC
2/16/22	President’s Council	Zoom
2/16/22	Keene Town Supervisor, Joe Pete Wilson	Zoom
2/16/22	NAHEC NCCC Collaboration: Health Care Work-force Solutions	Zoom
2/17/22	Franklin Board of Legislators	Malone
2/17/22	Assemblyman Bill Jones	Zoom
2/17/22	Senator Dan Stec	Phone
2/17/22	AdkAction Broadband	Zoom
2/17/22	SUNY CC – State Budget Advocacy	Zoom
2/18/22	NCCCAP Negotiations	Teams
2/22/22	Essex County Board – Finance Committee	
2/23/22	New York State Police – Strategic Planning on Diversification of Workforce	Clinton CC
2/24/22	Lakeside House Strategic Planning	Zoom

★ **College Policies**

No update.

★ **Spring 2022 Enrollment**

Spring 2022 enrollment has largely been completed. As of Wednesday, February 16th, 2022, this is where we are compared to last year *post-verification* within our core operations

	Final at verification	Final at verification	Final at verification	Final at verification	Final at verification
	SP-18	SP-19	SP-20	SP-21	SP-22
First Time	34	22	39	25	26
Re-Admit	40	55	41	50	41
Transfer	42	37	26	34	23
Continuing	690	605	577	520	457
Total:	806	719	683	629	547

With the exception of some possible small gains in 2nd quarter spring courses, the Spring 2022 enrollment is complete, and we'll be assessing our efforts. We saw improvements in our fall-to-spring persistence rate which helped offset the decline in new students, a reversal of last year's figures. We entered the 21-22 academic year with some experiences, including the imposition of a vaccination mandate at the 11th hour, which we know impacted enrollment in some programs, including nursing.

★ **2021-2022 Budget**

With the Spring 22 enrollment largely in, Erik will share our current projection of this year's operational deficit, roughly \$800K. Fortunately, we expect this to be offset by stimulus funding that was designed, in part, to support enrollment loss. The pandemic has underscored that what had been predictable, no longer is. To wit, we saw a recent uptick in College Bridge enrollments for the spring term, something that historically was atypical. We also received word that we can return to the Second Chance sites, which we will do over the next few weeks, primarily to offer instructional support and undertake Summer 22 recruitment activities.

★ **2022-2023 Budget**

The College, and particularly our Interim CFO, Erik Harvey, has built the first draft of the 2022-2023 budget. As will be noted, the starting point is what we believe to be a conservative estimate of a \$1.2M deficit. As was noted earlier, two initiatives (Student Debt Relief, and, Early Retirement Incentive) have the potential to reduce that by up \$500K or more.

Other factors that we are taking into account (though not banking on) include:

- The floor funding proposal, set at 100% and benchmarked against the 19-20 year, rather than the prior year,
- An expansion and more liberal use of workforce development funding for community colleges based on regional priorities,
- Funding of Second Chance Pell for the 22-23 year,
- Ongoing offerings on Akwesasne, and
- The addition of new program options for students, including two in the business area, Entrepreneurship Certificate and Health Administration track.

★ Foundation

Here are a few highlights from Erin's work these past several weeks:

- *Donor Perfect Onboarding and Data Migration*: with support from our IT department, has begun the process of onboarding and migration of our current donor data from our current system to Donor Perfect, the new software system we recently adopted. It is expected to take several weeks.
- *Scholarships*: Erin is working through the Foundation's role in awarding scholarships and secured an additional \$5000 scholarship for Nursing students to be distributed over five years by two very generous donors.
- *Foundation Strategic Plan*: Erin has taken some initial steps with members of the Foundation to begin the process of establishing a strategic plan for the Foundation that emerges from and links to the College's strategic plan. Included in that has been some exploration of software to better help us reach out and connect to our alumni, *Live Alumni*.
- *Other Funding Opportunities*: Beyond the 3rd year of funding of the Opportunity Scholarship, Erin has been exploring additional funding opportunities through regional foundations (Adirondack Foundation, Cloudsplitter Foundation, and Pearsall Foundation) as well as a Town of North Elba grant opportunity to upgrade our athletic field.

★ 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, the first of the series of seven sessions launched Tuesday, February 22nd, 2022 on Assistive Technology and Adult Learners)),
- *New Academic Programs* (training program for *wastewater* instructors being secure; new programs in *graphics and animation, healthcare, cybersecurity*, are being explored; a local needs assessment identifying areas of need in the region; a collaboration with FEH-BOCES to explore opportunities to jointly offer trades education; a collaboration with the Northern Area Health Education Center regard *healthcare programs*, resubmission of request for EMS Course Sponsorship application to offer *EMT courses*)
- *Expand Partnership with St. Regis Mohawk Tribe*: (Return to Akwesasne with two Spring 2022 courses; exploring other commencement-related opportunities)
- *North Country CC – Workforce Development Partnership*: Perkins CLNA; WFD meeting; NAHEC Collaborative; FEH-BOCES exploration; Good Jobs Grant)
- *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 feedback to JMZ before we hold a college-wide presentation on the proposals.

- *Alternative revenue streams:* (3rd year Opportunity Scholarship; Foundation adoption of Donor Perfect, Foundation exploration of grants)
- *Improved Institutional Research capabilities:* (Initial steps include standardized data needs for all academic programs as part of ongoing program assessment)
- *Reinvest in health careers and health science programs:* (Nursing lab modernization and new academic program exploration. Associate Degree of Nursing program expansion proposal)

★ **Opportunities and Partnerships**

- *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 met in January 2022 and expect to meet again regarding the CLNA work in the near future.
- *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. A recent note from our Congresswoman's office indicated that the hold up is related to appropriations bills awaiting action by the Senate. They expect more for us in the next few weeks.
- *Northern Area Health Education Center (NAHEC):* Over the last several months, Sarah Maroun and Selina LeMay-Klippel (and others) have been working with NAHEC to establish health career pathways in the North Country, for the benefit of both students and employers. If the project develops as we hope, we anticipate the College would benefit given our strength in health career education. The next phase is to hold a focus group with regional employers and workforce partners on the idea(s), tentatively scheduled for March 11, 2022.

★ **COVID-19 Matters**

Since the Board's last meeting, there have been a few developments of note, particularly including the welcome drop in infection rates Sars CoV2. While public health continues to advocate for masking, distancing and vaccinations, elements that the College continues to adopt, there are some new developments:

- *Vaccinations:* yet to be confirmed, we expect SUNY will continue to require students be fully vaccinated if they plan to be on campus for future semesters.
- *Booster Requirement:* Kim Irland and her team, working with Scott Harwood, have done a yeoman's effort ensuring students are in compliance with the booster requirement, and tracking the data and sharing with SUNY.
- *Testing:* Tara Smith has also done a yeoman's effort as our campus safety monitor. Most recently, Tara led our "arrival testing" of students, along with support from colleagues. SUNY announced that ongoing surveillance testing is no longer required for fully vaccinated students (now defined as including the booster), resulting in fewer testing sessions this semester. Faculty and staff are welcome and encouraged to participate when they are offered.
- *Masking:* Masks continue to be required except when indoors in one's personal room, office, or work location, when eating or drinking while seated, or engaged in athletic competition or practice. Given the relaxing of mask

mandates in public settings announced by the Governor earlier in the month and the increasing calls from several quarters to relax them within the K-12 schools, we are expecting both the Governor's Office, and SUNY, to provide us with recommendations soon. The current thinking is that any relaxation would require working with regional public health partners and linking such decision to the region's COVID infection and transmission metrics.

- *COVID-19 Page*: Chris Knight is regularly updating the College's [COVID-19 page](#) which includes information about vaccine mandates and other COVID-related items for students, employees and the public.

★ **Facilities**

- Much of the work of Facilities this time of the year involves responding to snow and cold weather, along with cleaning and maintenance of our facilities.

★ **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 decided to adopt it with a full cutover slated for Fall 2023.

★ **NCCCAP**

Negotiations

Negotiations with NCCCAP for a successor contract to the 2019-2021 CBA continue and we are hoping to finalize them over the next month. I want to extend my gratitude to both sides for engaging in what has been a productive and collegial process throughout.

★ **Middle States/SUNY/NYSED**

MSCHE Updates

We expect the decision by Middle States our Self-Study Team's recommendation to be made at their March 2022 meeting.

SUNY

In SUNY matters:

- *Chancellor*: Dr. Deborah Stanley is serving as Interim Chancellor while SUNY conducts a search for a new chancellor. With some 40 years of experience with SUNY (25 as President of SUNY Oswego), Dr. Stanley understands the system, including the community colleges and our unique needs. She recently testified before the state legislature, actively advocating for 2023 funding.
- *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*: In response to the need for additional nurses in NYS, SUNY established a \$3 million dollar fund to help

campuses with nursing programs expand their enrollment in Nursing programs. Sarah Maroun applied for one time funding of \$250,000 to expand with a new Associates Degree in Nursing (leading to RN licensure) serving an additional 32 students.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community