

Board of Trustees Meeting Agenda

11:00 a.m. | Thursday, June 30th, 2022

Hybrid: Hodson Hall 105, Saranac Lake Campus | Zoom

- I. Call to Order
- II. Approval May 26th, 2022 Minutes
- III. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- IV. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Resolution | Appointment - Humanities Instructor
 - Resolution | Contract Appointment - EMT Medical Director
 - Resolution | Fine Arts Degree Program
 - Vice President for Marketing & Enrollment Management
Interim Chief Financial Officer
 - May 2022 Financial Report
 - 2022-2023 Budget & Fees Proposal
 - Interim Associate Vice President of Student Affairs
 - President
 - NCCCAP 2022-2025 Contract
 - NCCCAP Promotions
- 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
May 26th, 2022 | 11:00am
Hybrid Meeting: HH-105 & Zoom*

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

Others Present: Joe Keegan, Stacie Hurwitch, Erik Harvey, Kyle Johnston, Chris Knight, Sarah Kilby, Kim Irland, Scott Harwood, Allison Warner, and Kim Duffey

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

Minutes

Pete Suttmeier made the motion to accept the April 29th, 2022 meeting minutes. Mary Irene Lee seconded the motion. The April 29th, 2022 meeting minutes were unanimously approved (6-0-0).

College Senate

Sarah Kilby reported:

- Allison Warner has been voted in as the new Senate Chair for the academic year of 2022-2023. Her appointment begins on June 1st, 2022. The board welcomed Allison and voiced they look forward to working with her in the future.

NCCCAP

No report

CSEA

No report

Board Chair Report

Steve Reed reported:

- Extended congratulations to Joe for a successful graduation ceremony.
 - There was a brief discussion of the ceremony and potential improvements that could be made for next year. Members requested copies of the speeches.
- Noted there has been extensive work regarding the future of the college's financial plans.

*Jerry Griffin and Jessica Kemp joined the meeting.

Interim Vice President for Academic Affairs

Joe Keegan reported on behalf of Sarah Maroun:

- Thanks were extended to the board for their support as the semester ended.

Board moved to approve the following resolutions:

- *Pete Suttmeier made a motion that the North Country Community College Board of Trustees hereby approves NCCC the temporary appointment of Lauren Heath, to the full-time, 164-day, exempt appointment as Nursing Instructor for the 2022-2023 academic year, at an annual salary of \$44,602 (based on the 2021/22 CBA). This position is currently funded in the 2022-23 operating budget. Mark Moeller seconded the motion. The motion was*

unanimously approved (8-0-0)

- *Mary Irene Lee made a motion that the North Country Community College Board of Trustees hereby approves NCCC the temporary appointment of Sean LaPlante, to the full-time, 164-day, exempt appointment as Math Instructor for the 2022-2023 academic year, at an annual salary of \$44,602 (based on the 2021/22 CBA). This position is currently funded in the 2022-23 operating budget. Pete Suttmeier seconded the motion. The motion was unanimously approved (8-0-0)*

Vice President for Marketing and Enrollment Management

Kyle Johnston highlighted his report:

- Expanded on the project updates as they were presented in his written report.
 - For May the focus was work on the SEM Plan. It is well funded, and grants have been awarded, which will affect all three of the campuses. It is anticipated that there will be shared with monthly updates provided to the college community once it is approved and in place.
 - It is planned that a presentation of the plan will be provided to the board in September 2022.
 - Members of the board discussed the benefits of having this plan in place.

Interim CFO:

Erik Harvey reported:

- Briefed the board on the April 2022 Financials as they were presented in his written report.
- Expanded on the proposed Capital Asset Threshold Policy update. This proposal was originally presented at the April board meeting and left for discussion.
- Presented the updated 2021-22 Forecast, showing minimal changes from the last presentation. These changes were mostly related to Information Technology expenses which will need to be maintained.
- Highlighted the 2022-23 Budget and Fees proposal; giving the board an overview of the potential plan as it was shared in his written report.
- Expanded on the 5-Year Plan
 - Erik highlighted new initiatives that were layered on to the previous report. He focused on potential and upcoming funding available to the college, in addition to the health of the fund balance.
 - There was brief discussion on renaming this from 'plan' to 'projections' as initiatives and data continuously change.
- The board had an in-depth discussion of the college's finances as they were presented.
 - They focused on the 2022-23 balanced budget and related initiatives.
 - Discussion moved to the projected increase of expenses.
 - Total revenue increase assumptions were addressed.
 - Members spoke of courses and programs available and ones that are forthcoming.
 - Joe explained FTEs are not identified in non-credit bearing courses.
 - Members were directed to Kyle's report which shows raw data regarding programs and certifications.
 - Erik shared the proposed balanced budget roadmap and briefed members of the board on the conservative numbers and potential initiatives that the college may use to close the gap over the next few years. He stressed that a lot of work will need to be done to make this roadmap successful. Opportunities will continue to be welcomed as they become available.
 - Erik noted the formal proposed budget and financial projections will be shared in the coming weeks for review and potential approval during the June 2022 meeting.
- The board voiced their appreciation in the noticeable hard work that was done to make these proposed plans and projections possible.

Board moved to approve the following resolutions:

- *Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves the revision of the Accounting & Finance Policies and Procedures for the fiscal year beginning September 1st, 2021. Mary Irene Lee seconded the motion. The motion was unanimously approved (8-0-0)*

- *Mark Moeller made motion to the floor that North Country Community College Board of Trustees approve the April 2022 financials as they were presented. Pete Suttmeier seconded the motion. The motion was unanimously approved (8-0-0).*

Associate Vice President of Student Affairs

Kim Irland reported:

- Expanded on her report which covered the counseling partnership, and its related initiatives, with Citizen Advocates.
 - She explained that HERFF funding made this partnership possible. She discussed a possible anonymous survey to see if the services helped with student retention and review other potential areas that are impacted.
 - The board discussed the future of funding this program and additional resources that may be available.
 - Members of the board discussed college liability with students who may be a threat to themselves or to others. They voiced understanding that the perception of a student potentially facing mental health crises might not be the reality of that student.
 - Kim shared there are confidentiality processes in place for our students based on their age.
- Shared a Virtual Mental Health First Aid Training program offering will begin late May to early June of 2022. This free program is covered by HERRF funds. She encouraged those who are available to participate should take advantage of the opportunity. She voiced the importance of employees having certification in this skillset.
- Noted the 1st Annual Tri-Lake Pride Festival will take place on June 26, 2022. The college will have a presence at the event.
- Student Awards Ceremony went well, and the virtual format was successful. Feedback of the format is welcome.
 - Kim also expressed thanks for the extensive work that Chris Knight put into the event.
- Members of the board spoke of the importance in supporting mental health initiatives and expanded the discussion on support options available.
 - There was a brief discussion on the college's action plan with law enforcement on all campuses; concerns were raised around recent shootings in communities across the country. Kim shared that there are initiatives in work that are near the testing and implementation phases. These initiatives which would alert the college community if they were in danger.
 - There was a brief discussion on peer advocates that are available for our student population. There is evidence that this is a strong resource with the potential to continue to increase support.

President:

Joe Keegan reported:

- Expressed his thanks to the Board for their ongoing support for the college and its employees. He voiced his appreciation for their attendance at various end of year events.
- He noted that all the work that comes forward for review is due to the college community working together towards the success of the college. He shared examples and acknowledged it takes all hands to move the college forward.
- He welcomed Allison Warner as the new Senate Chair. He looks forward to working with her in a new capacity.
- He shared that he has had great pleasure in meeting with various supporters in the community from both Essex and Franklin counties. He will continue to meet with representatives of the counties over the summer.
- He acknowledged the hard work of Erik and his team to bring forth a comprehensive financial assessment.
- The college is currently applying for the million-dollar grant, it is a lengthy process, and the application is due in a couple weeks. He voiced he will keep the board updated on progress of the application.
- JMZ Architects will soon be sharing the proposed Capital Projects Plan with the Board of Trustees. This plan is focused on updating the Nursing and Science labs, on the Saranac Lake and Malone campuses.
- Scott Harwood proposed a capital expense to the board in relation to installing updated surveillance cameras and system on the Malone campus, building upon what is taking place on the project status on the Saranac Lake campus. Additionally, he identified a new system was installed on the Ticonderoga campus two years ago. The cost is \$62,000 which is half of that of the Saranac Lake upgrade.

- Resolution brought to the floor in support of installation of camera system.
 - Jerry Griffin made a motion that the North Country Community College Board of Trustees hereby approve the request of security camera system updates to the Malone campus for the cost of \$62,000 as it was presented. Mark seconded the motion. The motion was unanimously approved (8-0-0).
- Negotiations with NCCCAP have been completed. A proposed contract for review will be shared with the Board of Trustees shortly. It was a fair and amicable process, making the negotiations successful.
- Negotiations are in progress with the CSEA contract; the process used to negotiate with NCCCAP is also being put to action with CSEA representatives.
- Members of the board spoke of how outside funding has been used to improve the college and for continued success opportunities given to employees and students.

NCCC Association:

Rob Rathbun reported:

- NYS Fire Inspectors were onsite today. The Association passed the safety inspection and are good for another year on all the residential living areas.
- An initiative this summer is to upgrade the appearance, integrity, and cleanliness of the association dorms. The association is committed to provide resources to make these proposed initiatives successful.
- Dorms are being rented throughout this summer session. There is an anticipated billable revenue between \$40-50K for summer occupancy to outside organizations.
- An additional summer initiative for the Association will be reviewing potential food options for both the Malone and Ticonderoga campus for the Fall 2022 semester. Updates will be shared with the Board as they become available.
- Currently there are 33 confirmed applications for the use of residence halls for the Fall 2022 semester; applications will continue to come in over the summer.
- Members of the board spoke of potential entrepreneur students be trained and work in food service on the Malone campus. Rob voiced those opportunities are being explored.

NCCC Foundation:

Joe Keegan reported on behalf of Erin Walkow:

- Erin sends her regards to the Board.
- The number of scholarship applications have increased by 20% when compared to this time last year.
- There is currently over \$42,000 available for scholarships for the 2022-2023 not including the Opportunity Scholarship.
- The Foundation's Colony Court property has been appraised. The college Board will be given potential recommendations on the future use of the property.
- A strategic plan for the Foundation is in progress. The plan will be tied to the college's current strategic plan.
- Outreach to potential donors will continue to occur, as well as outreach to existing donors.
- Pete Suttmeier touched on the use of donor money and how it can be made to increase the success of the college and its students. Potential opportunities are being explored for future fundraising, that go beyond scholarships.
- Members of the Board requested a report be created by the Foundation which highlights the needs of the Foundation office. This will allow the college's Board to review ways to assist with the successful future operation of said office. Joe will share the request with Erin Walkow when she returns to work on Monday.
- Members of the Board discussed the possibility of both the Foundation and College Boards meeting on an annual basis.
- There was a brief discussion on outreach opportunities, and potential initiatives, for both new and existing donors, and alumni. They discussed the importance of alumni outreach and sharing their success stories.
 - Chris Knight shared the current initiatives in work for the summer.

Old Business

None

New Business

None

Public Comment

None

Executive Session

Mark Moeller made the motion to enter Executive Session at 12:41 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Mary Irene Lee seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 12:41 p.m.

Mary Irene Lee made a motion to adjourn executive session at 1:15 p.m. and go into a public meeting. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0).

Public Session

Mary Irene Lee made a motion that the North Country Community College Board of Trustees hereby approves the recommendation to the Foundation Board to sell their Colony Court property in Saranac Lake, New York. Pete Suttmeier seconded the motion. The motion was unanimously approved (8-0-0).

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:19 p.m.

Respectfully Submitted,



Stacie Hurwitch
Asst. Secretary to the Board of Trustees

PENDING APPROVAL | 6/30/2022

Motion:

Second:

Action:



**Interim VPAA Report to the
Board of Trustees**

June 30, 2022

Please find the following report from the Academic Area below.

Academic Planning, Programs and Policies:

- ***Academic Planning and Programs.***

Summer and Fall 2022 Classes: Registration for summer and fall courses is underway. As of the last report, we are close to last year's numbers for both summer and fall. We will continue to watch enrollments over the next few weeks and months and adjust the schedule as needed.

New Program Initiatives: SUNY moved the Digital Advertising & Design Certificate to the NYS Dept. of Education on June 22nd. A program announcement is out for the *A.S. Cybersecurity & Digital Forensics* program that the College proposes to jointly register with Herkimer College. We will submit the proposal to SUNY after the program announcement period ends in July.

EMT Course Sponsorship: On May 21st, we received approval from the NYS Dept. of Health as a course sponsor for EMS training in Franklin and Essex counties. The College is preparing for a site visit on all three campuses. Two EMT courses are scheduled on the Malone and Saranac Lake campuses for the Fall 2022 semester. The plan is to offer a section in Ticonderoga as well; however, we are still securing an instructor in that area. There is an urgent need for EMTs across the state and in the North Country in particular.

General Education Revision Timeline: No recent updates. Academic Departments will review and revise general education outcomes to align with SUNY's requirements throughout the next year. The deadline for approval of those changes is March 2023 to include changes prior to the priority registration period for Fall 2023.

Childcare Pathways: We continue to meet with FEH BOCES, CV-TEC and ACAP (Adirondack Community Action Program in Essex County) to discuss opportunities and career pathways for students in Early Childhood programs at the BOCES centers and expanding our reach to help those in local communities pursue careers in early childhood education and childcare.

College to Career Pathways: Selina LeMay-Klippel and I attended an Adirondack Foundation retreat focused on improving college and career pathways for residents in the North County on May 18th. We will continue that work with the Foundation to identify areas in which the College can contribute.

Grants and Experiments:

Here is a brief update on our grants:

- ***Second Chance PELL:*** The summer session is underway for the Second Chance PELL program. We look forward to returning to all the facilities for the fall semester. However, that will depend on where we see COVID rates headed this summer.

- **Nursing Expansion Request for Funding:** SUNY notified the College on June 21st that we received \$85,000 to expand the Associate Degree in Nursing (RN) program. We will coordinate with the Nursing Department to add a new cohort for January 2023.
- **Good Jobs Grant Application: No recent updates.** Working in conjunction with Bionique, Trudeau, and ANCA (Adirondack North Country Association), the College applied for a federal grant to support workforce training for lab technicians. 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 on February 10, 2022.
- **Northern Borders Regional Commission Grant (Wastewater Operation Training):** On June 15th, we received approval from the NYS Department of Environmental Conservation to offer the Basic Operations course for wastewater operator certification. NCCC will offer its first cohort of wastewater operator training in the Fall of 2022. We have had quite a bit of interest from local communities.
- **SUNY Consortium-U.S. Department of Labor Grant Submission:** In late May, a group of SUNY community colleges submitted a joint grant proposal to support the creation and strengthening of workforce and academic pathways in Healthcare and Human Services. If awarded, participating colleges will receive around \$275,000. Grant recipients will be notified in August.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the temporary appointment of Brandy Taylor, to the full-time, 164-day, exempt appointment as Humanities Instructor for the 2022/23 academic year, at an annual salary of \$44,734,

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 Brandy Taylor, to the full-time, 164-day, exempt appointment as Humanities Instructor for the 2022/23 academic year, at an annual salary of \$44,734.

This position is currently funded in the 2022/23 operating budget.

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



SARANAC LAKE . MALONE . TICONDEROGA

June 15, 2022

Ms. Brandi Taylor
130 Court St, Apt 2
Plattsburgh, NY 12901

Dear Ms. Taylor:

Pending approval by the North Country Community College Board of Trustees at their June 30, 2022, meeting, I am pleased to offer you a temporary, full-time, nine-month (164 days) exempt appointment as Humanities Instructor for the 2022-2023 academic year. Faculty members are expected to report on August 22, 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 6 on Schedule C of the 2022-2025 CBA, which is an annualized base salary of \$44,734. Your per-diem rate based on 164 days is \$272.77.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. You may have responsibilities within the Second Chance Pell Program as well. Your immediate supervisor/department chair is Bruce Rowe, and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than June 30, 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 that reads 'Brandi L. Taylor'.

Employee Signature

06/21/2022

Date

Brandi Taylor, M.F.A.
Instructor, Humanities

Home address: 130 Court St., Plattsburgh, N.Y., 12901

Cell phone: 518-565-7787

Email: btaylor@nccc.edu

Education

2017 M.F.A. in Creative Writing, Goddard College, Plainfield, V.T.

- Creative Thesis: *Chasm Heart* (21,352 words). A novel based on historical reports and set in the Adirondacks, *Chasm Heart* follows a desperate reporter who becomes obsessed with an iron town's dark past.

2014 B.A., State University of New York at Plattsburgh, Plattsburgh, N.Y.

- Double major in English and Writing Arts
- Sigma Tau Delta International Honor Society member

Recent Publications

January 2022 Producer:

And Then Okay, short film, Snowtown Film Festival, Watertown, N.Y.

August 2021 Co-Writer:

Their Chapter, short film, Rock Water Film Festival, Dover, N.H.

Teaching Experience

Fall 2017 to present Adjunct Instructor, Humanities, North Country Community College

Courses: ENG100 Effective Writing; ENG101 Composition I; ENG135 Fantastic Literature; ENG222 Technical Writing; HUM201 Special Topics; ENG108 Intro to Creative Writing; ENG202 Short Story Writing

Fall 2017 to present Adjunct Instructor, English & Communications, SUNY Plattsburgh

Courses: ENG100 College Writing I; ENG101 College Writing II; CMM335 Writing for Radio & TV

Spring 2015 to 2017 Substitute Teacher, Plattsburgh High School & Stafford Middle School

Subjects: English and Special Education

Other Teaching Experience and Contributions

2019-present Second Chance PELL Initiative, adjunct instructor, Humanities

2017-2022 SUNY Plattsburgh's First-Year Composition Pedagogy Group, peer contributor

2019 *And Then Okay*, short film producer, Lake Placid Film Festival

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

- WHEREAS North Country Community College provides an EMT/Advanced EMT Training program to communities in Essex and Franklin County and surrounding areas; and
- WHEREAS the services of a Medical Director for the program is required; and
- WHEREAS the College wishes to obtain the services of Emmanuel Saintjean MD, PLLC as the Medical Director; and
- WHEREAS a contract has been executed between the College and Emmanuel Saintjean, MD, PLLC to provide such services.
- NOW, THEREFORE, BE IT
- RESOLVED that the North Country Community College Board of Trustees hereby approves the contract appointing Emmanuel Saintjean MD, PLLC as Medical Director to the EMT/Advanced EMT Training program provided by the College.

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

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Enrollment has remained low in the *A.S. Fine Arts* degree program on the Malone Campus for the last number of years; and

WHEREAS the Art and Graphics Department recommended deactivating the program on the Malone Campus; and

WHEREAS the Curriculum Committee and College Senate concur; and

WHEREAS the Interim Vice President for Academic Affairs and College President concur.

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the deactivation of the *A.S. Fine Arts* degree program registered on the Malone Campus.

2021/22

MOTION:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:

Vice President of Marketing and Enrollment
Report to the Board of Trustees
Created June 27, 2022

Enrollment and Financial Aid Updates:

- **Major project updates:**
 - **SEM PLAN PROJECT:** This past month we've started to work on some of the initiatives that were identified and funded through the SEM Plan project. Most recently we kicked off the "Adult Learner Campaign" which is an effort to reach out to over 3600 residents in the region that have not completed a higher degree. This contact list was procured from a firm outside of the college and we merged in our own non-completers from the past 5 years that are eligible to return. This postcard and email campaign will be received by residents this week and there will be additional mailings/emailings scheduled for late July and August. We've also scheduled digital/social ads and NCPR ads to supplement our direct outreach.
 - **SLATE CRM (Customer Relationship Management):** Recently we collaborated with our NCCC Foundation to help-out with this year's scholarship awarding. With Erin coming onboard this was an opportunity to take a good look at the processing, communications and forms to gain some efficiencies and to move everything to 100% electronic. I'm sure Erin will be able to share some of the initial results from this work.
 - **North Country Navigator:** No new updates.
- **The Enrollment Team** was busy with college fairs, high school & BOCES visits this past thirty days up until testing started at the local schools. Once that started, visits dropped and we saw a pretty sharp decrease in app volume during a two-week stretch. We are already seeing things liven back up this week and all of our incoming and continuing students will be receiving outreach for the "Time2Register" micro-campaigns. We've recently sent out postcards, emails and will be doing more calling to these groups. These particular promos also contain a push for students to take a serious look at Summer Q2 classes which will hopefully drive a bit more enrollment in the next two weeks. We also launched the outreach for our "Bridge Student Campaign" earlier than last year and this population will hear from us throughout the summer.
- **The Financial Aid Team** is continuing to award financial aid on a rolling basis with processing and communications happening the same day that financial aid notices are received. The work in the Financial Aid Office has become very stable which is a testament to Mary Ellen's and Teresa's great work! I often have to remind myself that two years ago we had 4 people working in the Financial Aid office which shows just how efficient the office has become.

Marketing and Web Updates:

- Our "Digital and Fine Arts" campaign is scheduled to conclude on June 30th and we have seen better web traffic this year versus last year (highest weekly ranking on our site was 27th last year and this week we saw the campaign landing page hit the top 10). We have also been working to add in another round of the "Transfer Programs" campaign for July as we feel there are a lot of undecided students in our region and these degrees are a great way for students to get their feet wet. This upcoming campaign will feature online and social ads as well as print and radio within the region. We are also updating the primary landing page and have created a marketing/search piece for these 14 degrees/tracks that just went to print.

- Our first batch of new campus signs are currently being installed and we are hoping to final-approve the designs for our expedited phases 2 and 3 by the end of this week. There are new signs for all three campuses in phases 1 and 2 with phase 3 being off-campus signs.



REACH HIGHER » OWN YOUR FUTURE

Learn traditional design skills while mastering modern techniques when you enroll in a **Digital or Fine Arts** degree program at North Country Community College. Translate your love of art and design into a career that fuels your passion for creation.

Three engaging programs offer hands-on skills development, thorough grounding in traditional art forms, and specialized instruction to prepare you for a career or transfer to a four-year college. North Country students have earned internships with prestigious studios, while others have secured scholarships at elite design schools.

Now enrolling students into these rewarding programs:

- Digital Arts and Design
- Computer Graphics and Design – Certificate
- Fine Arts – Studio

North Country Community College, offering the life-changing degrees you need.
Learn more at [NCCC.EDU/CREATE](https://nccc.edu/create).

“Too often you start working on something important, then life gets in the way. You may feel like those credits you earned at North Country Community College (or elsewhere) are in the past and that your dream is no longer in reach. I know how this feels; I was you!”

Here at North Country, we're ready to help you get back on track so you can realize that dream of completing a college degree. Whether you need to attend part or full-time, we'll help you find a way to finish what you started.

Through the generosity of the NCCC Foundation and their Opportunity Scholarship, we can offer aid to make college even more affordable!”

— Amy Tuthill, Associate Director of Enrollment



STAY NEAR. GO FAR.

- Real credits and real savings leading to REAL JOBS!
- Stay close to home where you'll save money
- Benefit from personal attention in small on-campus and online classes
- Reduce cost through the NCCC Foundation Opportunity Scholarship
- Re-enter the workforce or transfer with a CERTIFICATE OR DEGREE IN HAND!

Want to Know More?

Give Amy a call at 518-891-2915 (Ext 1282), email ATUTHILL@NCCC.EDU or visit NCCC.EDU/FINISH. Together we'll help you reach your goals!

Classes start on **AUGUST 29TH**

You've already earned credits through our "Bridge Program" at North Country, now let us help you finish your degree!

"Greetings! I invite you to come and see the difference at North Country. Here, our students and their success are at the center of all that we do. You will receive a top-notch learning experience delivered by a creative and talented faculty and staff helping you prepare for a career or transfer to a four- year college or university. Come join us this fall and see how far you can go while staying near to your family and friends."

— Joe Keegan, President

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK













STAY NEAR. GO FAR.

- Real credits and real savings leading to REAL JOBS!
- Stay close to home where you'll save money
- Benefit from personal attention in small on-campus and online classes
- Reduce overall cost through our college AND foundation scholarships
- Enter the workforce or transfer with a CERTIFICATE OR DEGREE IN HAND!

Let's Get You Started:

Give us a call at 888-TRY-NCCC, email ADMISSIONS@NCCC.EDU or visit NCCC.EDU/BRIDGE. Together we'll help you reach your goals!

Classes start on **AUGUST 29TH**

Page		Pageviews ↓	Unique Pageviews
		6,323 % of Total: 100.00% (6,323)	5,125 % of Total: 100.00% (5,125)
1. /		2,102 (33.24%)	1,733 (33.81%)
2. /programs/		408 (6.45%)	243 (4.74%)
3. /registration/index.html		188 (2.97%)	137 (2.67%)
4. /nursing/index.html		104 (1.64%)	79 (1.54%)
5. /admissions/		92 (1.46%)	71 (1.39%)
6. /admissions/index.html		92 (1.46%)	79 (1.54%)
7. /office-of-academic-affairs/index.html		87 (1.38%)	70 (1.37%)
8. /about/human-resources/careers.html		82 (1.30%)	78 (1.52%)
9. /registration/registrar_forms.html		80 (1.27%)	65 (1.27%)
10. /create/		76 (1.20%)	60 (1.17%)

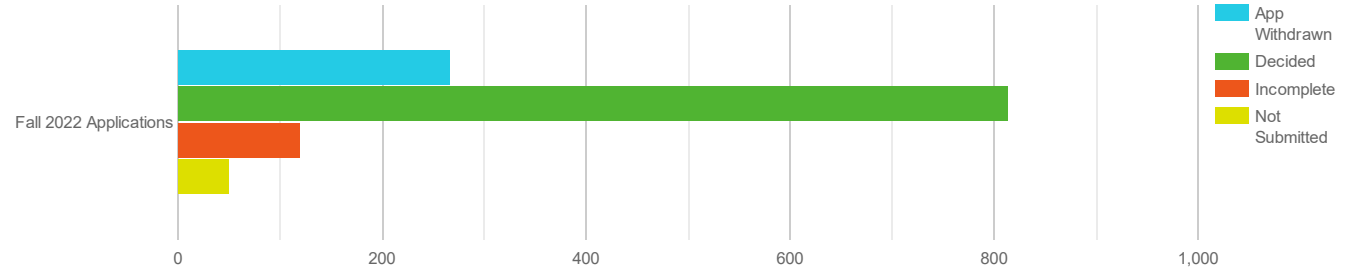
Fall 2022

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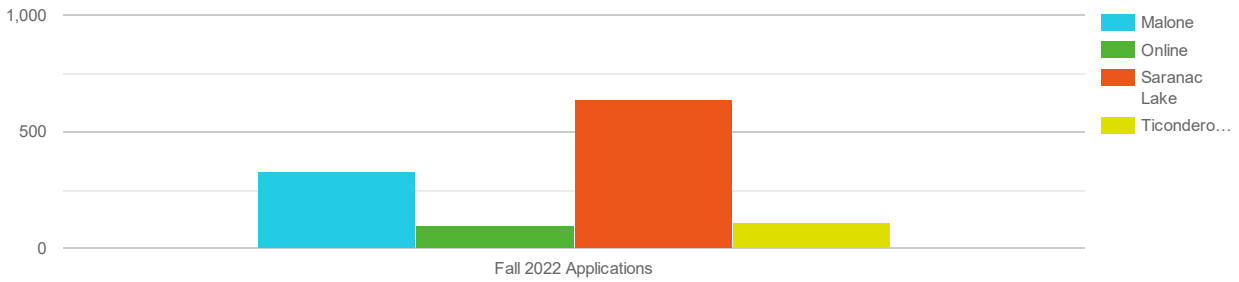
Metric Fall 2022 Applications

Fall 2022 Applications 1252

FA22 App Status

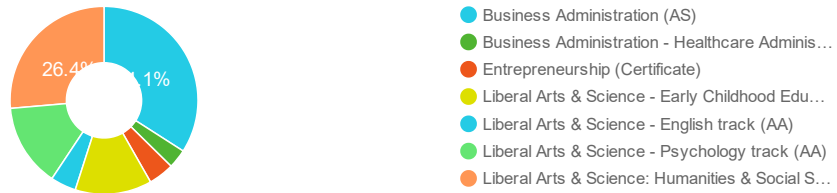


Fall 2022 Applications by Campus



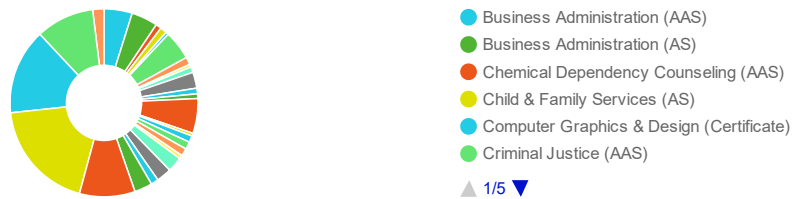
FA22 Apps: Online by Program

Fall 2022 Applications



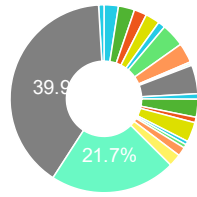
FA22 Apps: SL by Program

Fall 2022 Applications



FA22 Apps: ML by Program

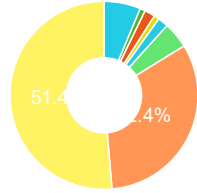
Fall 2022 Applications



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

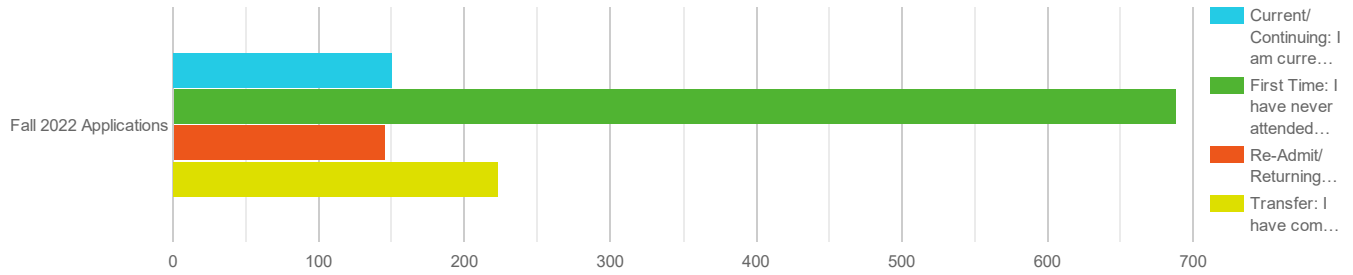
FA22 Apps: TI by Program

Fall 2022 Applications

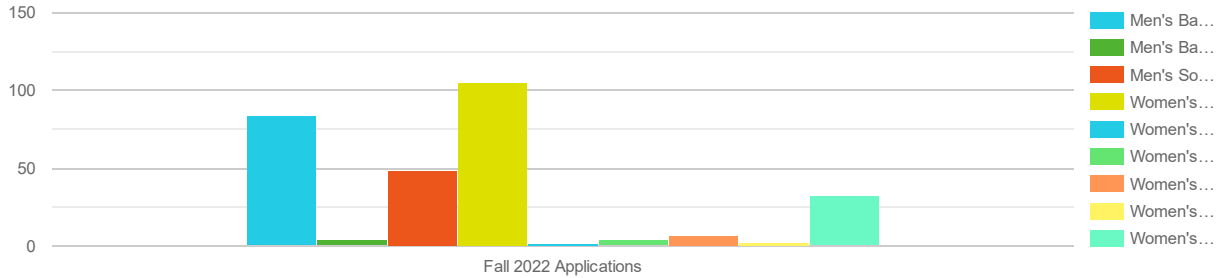


- Health Sciences (AS)
 - Individual Studies (AAS)
 - Liberal Arts & Science - Early Childhood Edu...
 - Liberal Arts & Science - English track (AA)
 - Liberal Arts & Science - Psychology track (AA)
 - Liberal Arts & Science: Humanities & Social S...
- ▲ 1/2 ▼

FA22 Apps by Type



FA22 Apps: Athletics



FA22 App Volume (for Historical Comparison)

Generated on 06/27/2022 at 11:08:51 AM ET

Application Categories

Metric	Fall 2022 Applications
Fall 2022 Applications (total)	1252
Decided	814
Applications Under Review (Competitive Admission Programs)	
Incomplete Applications	170
Withdrawn Applications	267

Admissions Decisions

Metric	Fall 2022 Applications
Decided Applications (total)	814
Accepted Students	796
Standby Queue (PN, RAD, ADN)	15
Denial	3

Yield (Intent to Enroll)

Metric	Fall 2022 Applications
Admitted: Confirmed Intentions to Enroll	474
Admitted: Declined Admission	91

FA22 Apps by Program/Campus/Type

Generated on 06/27/2022 at 11:07:28 AM ET

Metric	Fall 2022	Saranac Lake	Malone	Online	Ticonderoga	FirstTime	Transfer	ReAdmit	Current
Fall 2022 TOTALS	1252	639	329	96	112	689	224	146	151
AAS Business Admin	38	30	8			33	5		
AS Business Admin	68	28	9	31		52	9	7	
AS Business Admin - Healthcare Admin track	3			3		1	2		
AAS Entrepreneurship	7	6	1			5	1	1	
Cert Entrepreneurship	8	3	1	4		6		2	
AS Sports & Events Mgmt	62	62				53	8		1
AAS Chem Dep	13	6	7			6	4	2	
AS Child & Fam	15	7	8			11		3	1
AAS Human Services	17	7	10			12	2	3	
AAS Computer Grapics & Design	19	8	11			17	1	1	
Cert Computer Graphics & Design	7	3	4			4	2		
AS Fine Arts	5	5				5			
AAS Criminal Justice	44	31	13			41	1	2	
AS Environmental Science	17	17				12	4	1	
AA Environmental Studies	6	6				6			
AS WRL	12	12				7	2	3	
AAS Individual Studies	12	8	3		1	7	3	2	
AA Liberal Arts - Early Childhood track	33	8	11	12	2	21	4	7	1
AA Liberal Arts - English track	11	4	2	4	1	9	1	1	
AA Liberal Arts - Psych track	33	16	2	13	2	24	2	7	
AA Liberal Arts - Humanities & Social Science	50	16	5	24	5	37	5	8	
AS Liberal Arts - Math & Science	15	8	7			14		1	
AS Health Sciences	60	37	16		7	48	8	3	1
Cert Health Sciences	6	3	3			5		1	
AAS Nursing	165	59	70		36	7	35	47	76
Cert Practical Nursing	304	118	129		57	129	80	35	59
AAS Rad Tech	91	91				46	28	5	12

AAS Massage Therapy	19	19				6	10	3	
No Program/Undecided/Not Submitted	133	32	18	8	1	71	11	7	3

**North Country Community College
Interim CFO's Report to the Board of Trustees
June 30, 2022**

Greetings,

As always, I hope this report finds you well. In this month's report I am asking the board for approval of 1) the financial statements for the month ending May 31, 2022, and 2) the annual 2022-23 Operating and Capital Budgets. I'm providing the 21-22 forecast and the 5-year financial projections, but they have not changed materially from the last board meeting.

Financial Statements May 2022 *(for review and approval)*

- The \$940K variance in Due from Governments is related to process change. The Bursar and Financial Aid Director have worked together to ensure funds due from the Government are drawn down "just in time" when needed now for student accounts. Funding drawdowns were batched in the past.
- Payroll and Benefit Liabilities are \$200K less primarily related to the June Health Insurance invoice being paid in May. This would be reclassified to pre-paid activities at year end but not month to month.

2021-22 Forecast

- Included is an updated financial forecast for the year ending August 31, 2022, as of June.
- Enrollment declines related to the pandemic are still being realized in 2021-22.
- Enrollment full year projection
 - Projected total FTE of 890 is 113 or 11% less than budget.
 - Projected In/Out of state FTE of 549 is 54 or 9% less than budget.
 - Projected Concurrent Enrollment FTE of 241 is 9 or 4% less than budget.
 - Projected 2nd Chance Pell FTE of 100 is 50 or 33% less than budget.
- Revenue full year projection - \$778K better than budget
 - \$1.5 million projected gain in revenue for HEERF federal stimulus revenue loss claims.
 - \$1.18 million Enrollment declines
 - \$360K Student debt relief program
 - \$860K loss of tuition and fee related revenue vs. budget due to enrollment declines.
 - \$84K chargebacks are projected to be better than budget.
- Expense full year projection - \$162 better than budget
 - \$200K full time regular salary and payroll tax savings due to open positions not being filled and/or a challenging labor market not allowing for timely backfilling of positions.
 - \$110K casual labor pool savings due to declined enrollment.
 - \$94K Medical insurance savings – the 5% projected increase did not happen in 21-22 but premiums increased by 12% for 22-23 budget.
 - \$92K 2nd Chance Pell savings for labor, travel, and supplies due to declined enrollment.

- \$33K Travel related savings.
- \$145K increase to budgeted expense for rising utility costs.
- \$100K increase to budgeted technology expense for new enrollment, computer networking, etc. software.
- \$50K increase to budgeted expense to cover PTECH scholarships.
- \$45K increase to budgeted expense for Exam and Testing services – missed in budget.
- Full year surplus is projected to be \$644K or \$940K better than budget. There would be a deficit of \$855K if not for the \$1.5 million lost revenue claims being reimbursed by HEERF federal stimulus funds.
- The fund balance is expected to finish August 31, 2022, at \$6.24 million or 43% of 21-22 net operating cost after considering the \$644K projected surplus in 21-22.

2022-23 Budget *(for review and approval)*

- Report enclosed

5-Year Financial Projections

- Updated with all HEERF lost revenue claims, latest enrollment projections, and budget 22-23.
- Does not include the following opportunities:
 - Student FTE increases for numerous new program initiatives that are too early in the process to project,
 - North Country community ideas for cost savings and revenue generation,
 - Expansion of the Tuition Assistance Program (TAP) for part-time students,
 - Returning the ability for incarcerated individuals to receive TAP,
 - Non-recurring direct operating support outlined in the NYS governors recently passed budget.
 - SSARP revenue loss claims that could be allowed by HEERF in 2022-23.
- Fund Balance is propped up in 2020-22 by \$2.1 million in HEERF lost revenue claims. The balance is exhausted and reduced to a deficit of \$321K or -2% of Net Operating Costs in 2025-26 per these projections.

5-Year Financial Projections with New Initiative Overlay

This is a view of the 5-year financial projections with new initiative impacts. North Country is spending considerable time and energy developing various new initiatives to improve enrollment and revenue in the coming years. It's too soon to be able to budget for these possible enrollment increases but it is worth sharing quantitatively what the college is working towards.

Kind regards,



Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of May 31, 2022

SUBMITTED TO THE BOARD OF TRUSTEES

June 30, 2022

Presented by
ERIK HARVEY
Interim CFO

North Country Community College Balance Sheet MAY 31, 2022			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,909,778	\$ 3,844,208	\$ 1,065,570
Accounts Receivable-Students	836,867	728,551	108,316
Due From NCCC Association	27,832	439,105	(411,273)
Due From NCCC Foundation (Contributions)	952,016	1,514,589	(562,573)
Due From Other Funds	562,244	711,469	(149,225)
Due From Governments (State & Fed Fin Aid)	24,609	965,552	(940,943)
Prepaid Expenses	8,670	28,869	(20,199)
Total Assets	\$ 7,322,016	\$ 8,232,343	\$ (910,327)
Liabilities			
Accounts Payable	\$ 33,948	\$ (177,430)	\$ 211,377
Payroll & Benefits Liabilities	(150,489)	54,087	(204,576)
Due to NCCC Association (Room, Meals, Books)	(59)	649	(708)
Due to NCCC Foundation (Rent)	270,186	886,375	(616,189)
Due to Other Funds	-	60	(60)
Due to Retirement	205,630	224,740	(19,110)
Compensated Absences	269,208	289,672	(20,464)
Other Liabilities	336,282	282,862	53,420
Total Liabilities	\$ 964,706	\$ 1,561,015	\$ (596,310)
Month End Equity	\$ 6,357,310	\$ 6,671,327	
Total Liabilities & Equity	\$ 7,322,016	\$ 8,232,343	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/21	\$ 5,601,094		
Estimated 21-22 Surplus (Deficit)	\$ 643,545		
Projected Fund Balance as of 09/01/22 ¹	\$ 6,244,639		
Projected Fund Balance as a % of NOC	43%		
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 MAY 31, 2022				
	Annual <u>Budget</u>	YTD <u>Actual</u>	19-20 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,724,264	\$ 5,243,540	\$ (480,724)	92%
Sponsors' Contribution	2,380,000	1,776,667	(603,333)	75%
Chargebacks	640,510	626,213	(14,297)	98%
Out-of-State Tuition	396,000	325,380	(70,620)	82%
State Aid	4,075,965	3,096,142	(979,823)	76%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,172,840	789,625	(383,215)	67%
Total Revenues	\$ 14,389,578	\$ 11,857,567	\$ (2,532,011)	82%
Expenditures				
Salaries	\$ 7,190,717	\$ 5,212,858	\$ 1,977,859	72%
Payroll Taxes	550,090	370,079	180,011	67%
Medical	2,011,394	1,399,639	611,755	70%
Retirement	696,646	487,674	208,973	70%
Other	116,180	140,613	(24,433)	121%
Equipment	15,000	100,656	(85,656)	671%
Facility Leases	1,557,992	1,186,546	371,446	76%
Utilities	301,500	374,650	(73,150)	124%
Maintenance	165,300	132,957	32,343	80%
Office & General Supplies	52,220	31,637	20,583	61%
Advertising	184,300	110,340	73,960	60%
Professional Services	112,500	80,315	32,185	71%
Information Technology	295,300	428,038	(132,738)	145%
Library & Instructional Supplies	354,060	135,252	218,808	38%
Scholarships	689,105	664,060	25,045	96%
Travel	75,000	19,779	55,221	26%
Property & Liability Ins.	146,000	143,108	2,892	98%
Miscellaneous	172,615	198,241	(25,626)	115%
Total Expenditures	\$ 14,685,919	\$ 11,216,441	\$ 3,469,478	76%
Operating Surplus (Deficit)	\$ (296,341)	\$ 641,126	\$ 937,467	-316%
Non-Operating Activity	-	115,090	115,090	NA
Total Fund Surplus (Deficit)	\$ (296,341)	\$ 756,216	\$ 1,052,557	-355%



North Country Community College

Sponsored by Franklin and Essex Counties

21-22 JUNE OPERATING FORECAST

SUBMITTED TO THE BOARD OF TRUSTEES

June 30, 2022

Presented by
ERIK HARVEY
Interim CFO

2021-22 June Forecast
For the year ending August 31, 2022

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	554	509	(44)	-8%
Out of State	50	40	(10)	-20%
In/Out of State FTE	604	549	(54)	-9%
Concurrent Enrollment	250	241	(9)	-4%
Core Operating FTE	854	790	(64)	-7%
Pell Prison Program	150	100	(50)	-33%
Total FTE	1,004	890	(113)	-11%

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 5,156	\$ 4,443	\$ (713)	-14%
Fees	1,141	994	(147)	-13%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	641	725	84	13%
State Aid	4,076	4,076	-	0%
HEERF Revenue Loss Claims	-	1,543	1,543	NA
Contributions & Other Income	1,173	1,157	(16)	-1%
Reserve for Bad Debt	(177)	(150)	27	-15%
Total Revenues	14,390	15,167	778	5%
Expenditures				
Salaries	7,191	6,893	(297)	-4%
Payroll Taxes	519	497	(22)	-4%
Medical	1,981	1,887	(94)	-5%
Retirement	674	693	18	3%
Other	200	179	(21)	-10%
Equipment	15	15	-	0%
Facility Leases	1,558	1,597	39	3%
Utilities	302	446	145	48%
Maintenance	165	165	-	0%
Office & General Supplies	52	45	(8)	-14%
Advertising	184	184	-	0%
Professional Services	113	113	-	0%
Information Technology	295	475	180	61%
Library & Instructional Supplies	194	162	(32)	-17%
Scholarships	689	728	39	6%
Travel	55	22	(33)	-60%
Property & Liability Ins.	146	143	(3)	-2%
Miscellaneous	353	279	(74)	-21%
Total Expenditures	14,686	14,524	(162)	-1%
Unrestricted Fund Surplus / (Deficit)	\$ (296)	\$ 644	\$ 940	317%



North Country Community College

Sponsored by Franklin and Essex Counties

22-23 BUDGET EXECUTIVE SUMMARY

22-23 OPERATING BUDGET

22-23 CAPITAL BUDGET

NOTATIONS

SUBMITTED TO THE BOARD OF TRUSTEES

June 30, 2022

Presented by
ERIK HARVEY
Interim CFO

2022-23 BUDGET EXECUTIVE SUMMARY

North Country Community College presents a \$15,304,533 budget to support operations and a \$300,000 capital budget for the 22-23 academic year.

Total enrollment is assumed to be 945 FTE, which is 55 or 6% more than 21-22. Core enrollment is 825 FTE with the Second Chance Pell prison program adding another 120 FTE.

NCCC is anticipating In and Out of state enrollment of 575 FTE to be 26 or 5% more than 21-22. The first assumption is a reduction of 5% vs. Fall 21. Incoming registrations for the Fall 22 semester are currently 5% less than Fall 21 at the same point in time as of mid to late June. Then, conservative assumptions around planned expansion are layered on top. The expansion is related to 1) PN/ADN & Rad Tech course capacities being increased to pre-pandemic levels, 2) a modest Akwesasne student population increase, and 3) the AEMT/EMT course offering coming online. The College Bridge program is assumed to be back to pre-pandemic levels. The Second Chance Pell prison program is trending upward but is still being conservatively projected 20% below pre-pandemic levels.

The 22-23 budget reflects a \$1.05 million or 7% revenue decrease and a \$781K or 5% increase in spending over the 21-22 forecast thus generating a neutral budget after transferring \$1.19 million from the unrestricted fund balance. The decline in revenue vs 21-22 is related to HEERF lost revenue claims the college were able to make in 21-22, but not budgeted for in 22-23. For the second year in a row, tuition and fees were frozen in 22-23, hearing calls that higher education in New York State is too high for students.

The college is still operating under caution. There remains some pandemic related uncertainty ahead and sentiment towards college remains low, both of which are barriers to enrollments rebounding. The budget assumes very little discretionary spending and no investments in any new initiatives unless they are expected to deliver an immediate return. The open VP of Administration and Associate Dean of Academics will remain open and not be filled at this time. The budget does avoid institution wide staffing reorganizations or cutting of NCCC's biggest asset, it's people. It also restores some of the costs such as the casual labor pools that support instruction, instructional travel, and instructional supplies as students slowly shift back to more on campus learning. Provisions have been made in the budget for rising technology costs as North Country continues to invest in technology to increase processing efficiencies and serve students better. Lastly, energy costs have increased 90% in 21-22 and with no end in sight those costs were carried into the 22-23 budget.

The unrestricted fund balance is projected to end August 31, 2023, at \$5 million, 33% of total unrestricted net operating costs (NOC). For perspective, SUNY recommends a fund balance NOC of 15%, which the college stakeholders all feel is too low of a threshold. North Country, like many other community colleges, is using its fund balance to preserve and/or enhance its intellectual property and people during the pandemic while it transforms into a newer, better solution provider for the counties and its citizens.

2022-23 BUDGET
22-23 OPERATING BUDGET

	2022-23 Budget	2021-22 Forecast	2021-22 Budget	22-23 More (Less) vs. 21-22 Forecast	
REVENUES					
Tuition - In-State	\$ 3,732,514	\$ 3,442,234	\$ 4,028,243	\$ 290,280	8%
Tuition - Out-of-State	356,400	316,800	396,000	39,600	13%
Tuition - Concurrent Enrollment	555,000	534,354	555,000	20,646	4%
College and Course Fees	1,076,978	993,606	1,141,021	83,372	8%
Sponsors' Contribution	2,380,000	2,380,000	2,380,000	-	0%
Chargebacks	725,000	725,000	640,510	-	0%
State Aid	4,090,485	4,075,965	4,075,965	14,520	0%
HEERF Revenue Loss Claims	-	1,542,747	-	(1,542,747)	-100%
Contributions & Other Income	1,200,428	1,156,656	1,172,840	43,772	4%
Total Revenues	14,116,804	15,167,361	14,389,578	(1,050,557)	-7%
EXPENDITURES					
Salaries	7,242,413	6,893,354	7,190,717	349,059	5%
Benefits					
Payroll Taxes	554,045	528,522	550,090	25,523	5%
Medical	2,124,575	1,913,075	2,011,394	211,500	11%
Retirement	716,545	710,000	696,646	6,545	1%
Other	114,564	105,042	116,180	9,523	9%
Total Benefits	3,509,729	3,256,639	3,374,310	253,090	8%
Equipment	24,450	15,000	15,000	9,450	63%
Contractual					
Rental	1,629,403	1,597,181	1,557,992	32,222	2%
Utilities	464,000	446,236	301,500	17,764	4%
Maintenance	161,025	165,300	165,300	(4,275)	-3%
Office & General Supplies	56,085	44,720	52,220	11,365	25%
Advertising	184,200	184,300	184,300	(100)	0%
Professional Services	103,600	112,500	112,500	(8,900)	-8%
Information Technology	475,000	475,000	295,300	-	0%
Library and Instructional Supplies	313,140	273,963	354,060	39,177	14%
Scholarships	325,000	325,000	275,000	-	0%
Scholarships - Concurrent Enrollment	418,192	402,635	414,105	15,557	4%
Travel	64,716	23,675	75,000	41,041	173%
Property & Liability Insurance	149,000	143,108	146,000	5,892	4%
Miscellaneous	184,580	165,205	172,615	19,375	12%
Total Contractual	4,527,941	4,358,823	4,105,892	169,118	4%
Total Expenditures	15,304,533	14,523,816	14,685,919	780,718	5%
Transfer from Fund Balance	1,187,729	-	296,341	1,187,729	-
Surplus / (Deficit)	\$ -	\$ 643,545	\$ -	\$ (643,545)	-100%

2022-23 BUDGET
22-23 CAPITAL BUDGET

	2022-23 Budget
REVENUES	
State Approved Match	\$ 150,000
County Portion	100,000
Chargeback Revenues	50,000
Total Revenues	\$ 300,000
 PROJECTS	
Critical Infrastructure and Maintenance Upgrades	
Facilities/Student Life - Restroom Refurbishments	100,000
Facilities/Student Life - Lounge Common Area Refurbishments	30,000
Facilities/IT - Security Camera Phase II	60,000
Facilities - Parking Lot Paving and Tree Removal	65,000
Facilities - Doors and Lock Sets Project Phase II	35,000
Facilities - Scissor Lift	10,000
Total Expenditures	\$ 300,000
Net Surplus/(Deficit)	\$ -

2022-23 BUDGET NOTATIONS

BUDGET OPPORTUNITIES

SSARP HEERF federal stimulus funding to reimburse for 22-23 lost revenues related to tuition and fees through June 30, 2023. North Country has applied, but not received word on the amount to be awarded yet.

NYS Budget items passed to support community colleges and their students.

- Expansion of the Tuition Assistance Program (TAP) for part-time students
- Returning the ability for incarcerated individuals to receive TAP
- Non-recurring direct operating support

New initiatives underway with \$180,000 22-23 potential impact not factored in.

- AS Business: Healthcare Administration track
- Entrepreneurship Certificate
- AA Lib Arts – Early Childhood Ed pathway
- Increase Headcount at Akwesasne
- Increase # Military-Affiliated Students
- Increase Headcount at Ti Campus

In-State enrollment Fall 22 improvement impact. There is no assumption in the budget that students are going to come to school in the fall as they were pre pandemic.

- \$35K increase in revenue for additional 1% in-state enrollment increase FA22 vs FA21.
- \$100K increase in revenue for additional 3% in-state enrollment increase FA22 vs FA21.
- \$165K increase in revenue for additional 5% in-state enrollment increase FA22 vs FA21.
- \$230K increase in revenue for additional 7% in-state enrollment increase FA22 vs FA21.

INFRASTRUCTURE UPGRADE OPPORTUNITIES

NCCC has contracted with JMZ to combine three capital projects related to Nursing lab upgrades, SL science lab upgrades, and HVAC upgrades. These projects would be funded using HEERF federal stimulus awards, a DASNY grant, and federal funding through Community Funding Projects.

North Country Community College

5-Year Financial Projection

For the 5 years ending August 31, 2026

	20-21	21-22	22-23	23-24	24-25	25-26
FTE Students						
In-State	577	509	530	521	524	520
Out-of-State	31	40	45	45	50	55
Subtotal In/Out-of-State	609	549	575	566	574	575
Concurrent Enrollment (bridge)	234	241	250	250	250	250
Subtotal Core Operating	843	790	825	816	824	825
Pell Program	133	100	120	150	150	150
Total FTE	976	890	945	966	974	975
<i>in thousands</i>						
Unrestricted Fund						
Revenues	\$ 15,165	\$ 15,167	\$ 14,117	\$ 14,327	\$ 14,521	\$ 14,967
Expenses	13,747	14,524	15,305	15,851	16,389	16,953
Operating Surplus (Deficit)	1,419	644	(1,188)	(1,524)	(1,868)	(1,986)
Non-Operating	(101)	-	-	-	-	-
Unrestricted Fund Surplus (Deficit)	\$ 1,318	\$ 644	\$ (1,188)	\$ (1,524)	\$ (1,868)	\$ (1,986)
Fund Balance Beginning 9/1	\$ 4,284	\$ 5,601	\$ 6,245	\$ 5,057	\$ 3,533	\$ 1,665
Changes to Net Position	1,318	644	(1,188)	(1,524)	(1,868)	(1,986)
Fund Balance Ending 8/31	\$ 5,601	\$ 6,245	\$ 5,057	\$ 3,533	\$ 1,665	\$ (321)
Fund Balance NOC %	40.7%	43.0%	33.0%	22.3%	10.2%	-1.9%

Assumptions:

FTE's	In State declines by 5% in 22-23 vs. 21-22 & includes 33 FTE for new initiatives. Out-of-State gets back up to average pre-pandemic levels in 25-26. Concurrent enrollment (bridge students) and the Pell prison program bounce back to normal pre-pandemic levels 23-26.
Tuition	0% Increase year over year after 20-21. (Every 1% increase = \$30K revenue)
Fees	Assumed same rates as 20-21, proportionate to FTEs.
County Aid	Assumed to remain flat.
State Aid	Base aid rate includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-26. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation
Salaries	3.2% increase per year.
Benefits	7% increase per year.
Contractual	1.25% increase per year to cover rent rate escalations and rising IT costs.
Prison Program	Assumed to continue - favorable legislation has been passed ensuring Pell extension by 7/21/23. NYS Governor proposing TAP for incarcerated students.
Donations	\$100K from NCCC Foundation in each years 20-21 and 21-22, not included above, placed in restricted funds to help drive non traditional student enrollment. Starting in July 2025, the NCCC Foundation bonds will mature and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.

North Country Community College
5-Year Financial Projection w/New Initiatives

For the 5 years ending August 31, 2026

	20-21	21-22	22-23	23-24	24-25	25-26
FTE Students						
In-State	577	509	530	521	524	520
Out-of-State	31	40	45	45	50	55
New Initiatives	-	-	33	110	146	146
Subtotal In/Out-of-State	609	549	608	675	720	720
Concurrent Enrollment (bridge)	234	241	250	250	250	250
Subtotal Core Operating	843	790	858	925	970	970
Pell Program	133	100	120	150	150	150
Total FTE	976	890	978	1,075	1,120	1,120

in thousands

Unrestricted Fund

Revenue

Operating Revenue	15,165	15,167	14,117	14,327	14,521	14,967
New Initiatives	-	-	235	781	1,037	1,037
Total Revenue	\$ 15,165	\$ 15,167	\$ 14,351	\$ 15,108	\$ 15,558	\$ 16,003

Expense

Operating Expense	13,747	14,524	15,305	15,851	16,389	16,953
New Initiatives	-	-	48	148	148	148
Total Expense	13,747	14,524	15,353	15,999	16,537	17,101

Operating Surplus (Deficit)

Non-Operating	(101)	-	-	-	-	-
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Unrestricted Fund Surplus (Deficit)	\$ 1,318	\$ 644	\$ (1,001)	\$ (891)	\$ (979)	\$ (1,098)
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Fund Balance Beginning 9/1	\$ 4,284	\$ 5,601	\$ 6,245	\$ 5,244	\$ 4,352	\$ 3,373
Changes to Net Position	1,318	644	(1,001)	(891)	(979)	(1,098)
Fund Balance Ending 8/31	\$ 5,601	\$ 6,245	\$ 5,244	\$ 4,352	\$ 3,373	\$ 2,275
Fund Balance NOC %	40.7%	43.0%	34.2%	27.2%	20.4%	13.3%

Incremental FTE Projections

New Initiatives	Incremental FTE Projections			
	22-23	23-24	24-25	25-26
AS Business: Healthcare Administration track	5	9	9	9
Entrepreneurship Certificate	4	5	5	5
AA Lib Arts – Early Childhood Ed pathway	5	9	9	9
ADN Program Expansion	-	26	26	26
Increase Headcount at Akwesasne	4	13	20	20
Increase # Military-Affiliated Students	10	12	15	15
Increase Headcount at Ti Campus	5	9	12	12
Increase Fall-to-Fall Retention by %5	-	10	20	20
EMT Training	-	9	13	13
Cybersecurity program with Herkimer CC	-	3	7	7
Digital Design and Advertising Certificate	-	3	5	5
Teaching Assistant Certificate	-	2	5	5
Total Projected New Initiative FTE	33	110	146	146

In-State Tuition Rate (Per FTE)	\$ 5,280	\$ 5,280	\$ 5,280	\$ 5,280
College and Course Fees (Per FTE)	\$ 1,830	\$ 1,830	\$ 1,830	\$ 1,830

Other Opportunities Within Site

- Wastewater Operator Training
- BOCES and Trades Education
- ANCA Good Jobs Grant/Bionique, Trudeau, and NCCC Partnership – Workforce Development Training
- NAHEC-NCCC Partnership – Healthcare Workforce Collaboration and Career Pathways
- Community Local Needs Assessment – Perkins: evaluate workforce/CTE needs
- Opportunity Scholarship
- Massage Therapy Certificate with alternative days and times
- College Bridge Recruitment
- Transfer and Articulation Agreements
- BOCES Recruitment
- County "Grow Your Own" Initiative

**North Country Community College
President's Report to the Board of Trustees
June 30, 2022**

Greetings to you all,

The 4th of July is nearly upon us, and I hope this finds you well and enjoy the start of summer. The first summer session is coming to a close and the second session starts on July 5th. Meanwhile, our Enrollment team is busy landing the fall class, with support from our faculty and staff to get students registered for classes.

Many thanks for your ongoing support of the college and our students. I look forward to seeing you at your June meeting.

Gratefully yours,

Joe

★ **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
5/31/22	Erin Walkow, NCCC Foundation	SL campus
5/31/22	Greg Hart Retirement, One Work Source	Plattsburgh
6/1/22	Joe Pete Wilson, Keene Town Supervisor	Zoom
6/1/22	Northern Area Health Education Center	Zoom
6/20/22	Erin Walkow, NCCC Foundation	SL campus
6/21/22	NCCC Audit Committee	Zoom
6/21/22	Essex County Finance Committee	Elizabethtown
6/21/22	Essex County Recruitment & Retention Committee	Elizabethtown
6/26/22	Tri-Lakes Pride Event	Saranac Lake
6/27/22	NYCCAP Meeting	Saratoga Springs
6/29/22	Rick Dalton, College for Every Student	Zoom

★ **Board Matters**

- *Board Policies:* we have four (4) BoT policies ready for the Board's initial review: *Advisory Committees, Board Travel, Fundraising Contribution and Acceptance, and Vehicle Parking.* I look forward to meeting with the Board to begin that review process.
- *Board Appointments:* we reached back out to SUNY regarding the two governor's appointed candidates (Linda McClarigan and Josh Dann) and submitted an updated resume for Linda at SUNY's request.

★ **Budgeting and Planning**

- **2022-2023 Budget:** Erik Harvey, Interim CFO, will share our proposed budget for the 2022-2023 today. The budget as presented includes \$60K in NYS floor funding and additional enrollment goals (EMT, Akwesasne offerings, return to pre-pandemic enrollment in allied health programs). However, the many initiatives that are underway as part of the roadmap to a balanced budget are *not* factored in.

Other state budget changes that we believe may benefit our enrollment and thus our budget include:

- ★ TAP expansion to part-time students (6 crs or more) including in “*an approved non-degree workforce credential program*” defined as a “*significant industry*” by the NYS Department of Labor,
- ★ Restoration of TAP for incarcerated students,
- ★ \$53M funding for new faculty, and
- ★ \$60M funding for “*non-recurring strategic investments*” to “*improve academic programs, improve enrollment, enhance student supports, and modernize operations*”.

We were asked for some particular funding needs related to \$60M that would allow us to stand up high needs programs, including nursing. We made a preliminary request to offer the funding we requested initially (\$250K) to expand our Associates Degree in Nursing (ADN) program.

★ **Strategic Enrollment Management Planning**

Kyle Johnston and Sarah Maroun continue to refine our SEM plan, including launching some of the ideas generated this semester to help increase/improve traditional enrollment, non-traditional enrollment, and retention. By Fall 22, the final version of the plan will be completed and submitted. At a time that works best for the Board, we will present it to you as well.

★ **College Signage**

Kyle Johnston led a project to update the College’s signage on and off campus and was supported by our Facilities staff in erecting them. You’ll notice the new sign up on the corner of Winona Avenue and Lake Flower Avenue. Many thanks to Kyle and Rick Heath and his team for getting them up.

★ **Foundation**

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

- **Scholarships:** Applications for scholarships a 35% increase this year moving from 70 to 96. A total of 50 students were awarded scholarships ranging from \$500-\$1600 for the year (not including the Opportunity Scholarship). Erin will be assessing the process and making some recommendations for how to improve it.
- **Foundation Strategic Plan:** Erin, along with several members of the Foundation, have begun the process of mapping out a new strategic plan for the Foundation, one that is linked to the College’s strategic plan.

- *Foundation Land Holdings*: The Foundation Board, upon the recommendation from the Board of Trustees, has begun the process of putting the Colony Court property up for sale.
- *Outreach and Networking*: Erin participated in the Common Ground Alliance meeting at Gore Mountain earlier this month as well as the SL Chamber of Commerce Annual Dinner. She

★ **Strategic Plan**

Initiatives that are underway include:

- *"Right-size" College operations to enrollment/finance and "work smarter" improving efficiencies across functional areas* (underway)
- *Ongoing Professional Development* (through 2021-2022 Perkins grant support, two professional development series took place during Spring 22, one on assistive technology and students with disabilities and the other on universal course design elements; CCBOA conference, CAMS conference),
- *New Academic Programs*: wastewater training application approved by NYSDEC; EMS Course Sponsorship application approved by NYSDOH; a new teacher assistant certificate, digital design and advertising certificate, and a new jointly registered cybersecurity and digital forensics degree with Herkimer CC approved by the Board in April are readying for SUNY; new programs in *graphics and animation* and *healthcare* are being explored; a local needs assessment identifying areas of need in the region was completed for Perkins; a collaboration with FEH-BOCES to explore opportunities to jointly offer trades education; a collaboration with the Northern Area Health Education Center and Health Workforce NY regarding *healthcare programs*.
- *Expand Partnership with St. Regis Mohawk Tribe*: Return to Akwesasne for Fall 22; marketing materials in process.
- *North Country CC – Workforce Development Partnership*: (Perkins 2022-23 grant submitted; NAHEC Collaborative; Good Jobs Grant)
- \$1M grant received to help *modernize Nursing Labs* on all three campuses and a scoping study is completed. The grant application was submitted. Requests for additional funding made to Senator Gillibrand, Senator Schumer and Representative Stefanik.
- *Alternative revenue streams*: 3rd year Opportunity Scholarship; Foundation adoption of Donor Perfect, Foundation exploration of grants and Live Alumni, Foundation Strategic Plan development; Foundation to sell Colony Court
- *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; request for additional SUNY funding for ADN expansion.
- *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)*.

★ Opportunities and Partnerships

- ❑ *Perkins Grant (2021-2022)*: The 22-23 application was submitted June 10th, 2022. Our funding is expected to increase \$30K, from to \$170,000.
- ❑ *The North Country CC-Workforce Development Partnership*: this group helped with our 2022 Perkins plan.
- ❑ *2022 Congressionally Directed Spending request*: The original estimate to update and upgrade the nursing labs was \$1.8M, and we were required to reduce it in 2021 to fit under the cap of \$1M. That estimate remains quite close (now \$1.95M) and we have requested support for the remaining amount to complete the project fully through Senators Gillibrand and Schumer.
- ❑ *Northern Area Health Education Center (NAHEC)*: The next steps are how to fund the efforts, which NAHEC will be largely leading.

★ COVID-19 Matters

There have been a few developments of note related to Fall 2022:

- ❑ *Vaccinations*: SUNY will require vaccinations for a) all students taking in-person classes on college property and taught by college employees, either credit or non-credit, and b) residential students. It is expected that students will be vaccinated *before* coming to campus. Medical accommodations/exemptions and religious exemptions can be applied for. Students coming to campus on an irregular basis and not enrolled in in-person classes are not required to be vaccinated.
- ❑ *Booster Requirement*: SUNY will not require on-campus or residential students to be boosted.
- ❑ *Testing*: Those not vaccinated must test weekly. General surveillance testing will be done at the campus' discretion.
- ❑ *Masking*: No change in masking protocols. Colleges are to work with their local public health departments on masking requirements in response to local positivity rates.
- ❑ *COVID-19 Page*: we will continue to use this page as a resource for students, both new and returning, who plan to be on campus Fall 22 regarding the vaccination requirements and other COVID-related items.

★ Facilities

- ❑ Our Maintenance crew has been active with their summer grounds work, among other items, including installing the aforementioned signs.

★ Information Technology (IT)

Scott Harwood and the IT Department continued their support of students, faculty and employees with their IT needs. This includes dedicated staff time to help onboard students to their IT needs to be successful in College. In addition:

- ❑ *Security Cameras*: Scott Harwood and his team is moving ahead with the installation of security cameras on the SL and Malone campus this summer. is moving ahead on the \$136K in capital funding to upgrade the SL campus. Consistent with BoT policy, they will focus on entry points to campus, major pedestrian paths, and vehicular traffic.

★ **NCCCAP**

Negotiations

A proposed 2022-2025 successor contract to the 2019-2021 CBA has been shared with the Board and we will be asking for the Board's approval at the meeting. As I have shared with you, the negotiations process was both productive and collegial throughout, and I extend my gratitude to both sides for what we hope will be a process that can help guide future negotiations.

Promotions

Two promotion applications have been presented to the Board and will be making a recommendation to you at your meeting.

★ **CSEA**

Negotiations

Negotiations with CSEA for a successor contract to the 2019-2021 CBA are underway. As with NCCCAP, we are already experiencing a productive and collegial process with the CSEA team.

★ **Middle States/SUNY/NYSED**

MSCHE Updates

No updates to report.

SUNY

In SUNY matters:

- *Chancellor*: The search is underway. Kris Duffy, President of SUNY Adirondack, is one of the community college representatives on the search committee.
- *Senior Vice Chancellor for Academic Affairs and System Provost*: a search for this position is underway. The current interim provost will be moving on within SUNY.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community