

BOARD OF TRUSTEES MEETING

11:00 a.m. | December 22nd, 2017

Saranac Lake Campus

AGENDA

- I. Call to Order
- II. Approval of November 30th, 2017 minutes
- III. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- IV. College Reports
 - A. Board Chair
 - B. Vice President for Academic Affairs
 - 1. Resolution 2017-18 | 9 - Change in contract Criminal Justice Instructor
 - 2. Presentation on Student Learning Outcomes Assessment – Sarah Maroun
 - C. Dean of Admissions
 - D. Interim Vice President for Administration & Fiscal Operations
 - 1. Financial Statements for September & October 2017
 - 2. Resolution 2017-18 | 10 – College Investment Policy
 - E. President
 - 1. Resolution 2017-18 | 11 –Vice President of Business Administration and CFO Appointment
 - F. Representative Reports
 - 1. NCCC Association
 - 2. NCCC Foundation
- V. Old Business
 - A. SUNY Potsdam Timeline
- VI. New Business
- VII. Public Comment*
- VIII. Executive Session
- IX. Adjourn

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

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

**NORTH COUNTRY COMMUNITY COLLEGE
BOARD OF TRUSTEES MINUTES**

Thursday, November 30th, 2017 | Ticonderoga Campus

Board Members Present: Stephen Reed, Anne McDonald, Mark Moeller, Jerry Griffin, Mary Irene Lee, Tim Burpoe, Richard Suttmeier, Joe Costa (arrived during executive session), and Daniel Kelleher.

Excused: Mary Kay Tulloch

Others Present: Dr. Steve Tyrell, Stacie Hurwitch, Bob Farmer, Chris Tacea, Joe Keegan, Sarah Kilby, Chad LaDue, Chris Knight and Sarah Maroun

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

Approval of Minutes

Pete Suttmeier made a motion to approve the September 29th, 2017 minutes. Anne seconded the motion. The October 27th, 2017 minutes were approved unanimously (8-0-0).

College Senate

No report.

NCCCAP

No report.

CSEA

No report.

Board Chair Report

No report.

Vice President for Academic Affairs

Joe Keegan reports:

- Two weeks of classes remain in the semester.
- A lot of effort has been geared towards the extension center in Potsdam. Anticipate sending application to SUNY Administration by Friday, December 1st, 2017.
- SUNY Potsdam academic program chairs will visit Saranac Lake Campus to talk about a seamless transfer on December 1st, 2017.
- Working on the creation of a new Sports & Events Management program in Malone.
- The planned Biology Science track for the Science department has been tabled. It would be a significant lift for the College and feel now is not the time to implement.
- Correction to Academic Affairs report: AAS Human Services in Ticonderoga has not been sent to SUNY at this time.
- Recently met with representatives of NYS Department of Health and Mountain Lake Services to discuss EMT needs for Essex County and exploring ways that NCCC can help fill those gaps.

Sarah Maroun spoke about the College Bridge Program:

- This program helps to support our Full Time Enrollment (FTE) count, accommodating high school students in the three counties of Essex, Franklin and St. Lawrence. Currently, represents about 20% of FTEs. It's critical to part of our enrollment plan and to both the residents of our supporting counties and the Institution.
- The College works with BOCES as well; across 34 high school programs overall.
- General Education courses are the main focus of Bridge. Some business courses are incorporated as well.
- Dual-enrollment programs have been around for some time. There has been a shift to have a huge nation-wide push to have more college courses into high schools. College Bridge is designed to meet those demands.
- Prior to starting in high schools, NCCC begins by talking with high school faculty and guidance counselors to see what the needs are and how we can address them.
- NCCC charges \$60.00 per course. NCCC is subsidizing the difference as a scholarship to residents.
- Most High School Seniors in Willsboro are graduating with 30 credits, almost 1st year of college.
- There was some discussion on how we could make College Bridge a better bridge to NCCC.

The board acted on the following resolution:

Mary Irene Lee recommended resolution 2017-18 | 09 that the North Country Community College Board of Trustees hereby approves granting Emeritus status to Professor Peter Biesemeyer. Anne McDonald seconded the motion. The resolution was approved unanimously (8-0-0).

Dean of Admissions Report

Chris Tacea reported:

- Applications to date that parallel to 2016.
- Registrar data shared there are students who have started to register but did not complete the process. They still have the opportunity to do so.
- A new administrative assistant has been hired for Admissions.
- The Director of Financial Aid position has been filled.
- Admission staff will be on the road in December to talk to 500 New Vision students about the potential Path to Potsdam initiative. At this time Potsdam has about 300 Guaranteed Transfer Program (GTP) students.

The board acted on the following resolution:

Mary Irene recommended resolution 2017-18 | 08 that the North Country Community College Board of Trustees hereby approves the appointment of Mary Ellen Chamberlain, to the full-time, twelve-month, 261-day, exempt appointment as Director of Financial Aid effective November 27th, 2017, at an annual salary of \$78,257. Pete Suttmeier seconded the motion. The resolution was approved unanimously (8-0-0).

Interim Vice President for Administration/CFO:

Bob Farmer reported:

- The October and November financial statements will be available at the December board meeting.
- NCCC Comptroller recently left the position, we are currently advertising to fill that role.
- The proposed Investment Policy has moved through Long Range Planning and Budget (LRPB) and will be presented to Senate at their December 8th, 2017 meeting.
- We are revising our Campus Master Plan (2010 version). The working group's first meeting will be held on December 7th, 2017. Starting with Saranac Lake and moving to Malone and Ti campus to create individual plans.

President's Report:

Steve Tyrell shared his written report and highlighted:

- Middle States response was received last week. As anticipated, it does show the College on warning. The following areas will be addressed by the next monitoring report.
 - Organized and systematic approach to student learning outcomes assessment. While this work was done the documentation wasn't there for the reviewers to access it easily.
 - Better record keeping through Shared Governance.
 - Better ties between Strategic Planning and Budgeting.
 - Updated Capital Plan
 - Updated 5 year financial plan
- Next Shared Governance meeting is on December 11th, 2017
- On December 11th, a small working group will meet to create a plan for an additional 50th Anniversary event that is focused on employee recognition.
- We will submit the SUNY Potsdam Extension Site application and sign the MOU next week. Both NCCC and SUNY Potsdam hope to meet with SUNY Administration in Albany soon to discuss the next steps.
- First meeting of Campus Advisory Boards will start with the Ticonderoga Campus on December 8th. The next will be the Malone Campus on December 15th. Plans for a Saranac Lake Campus Advisory Board are for early spring.

NCCC Association:

No report.

NCCC Foundation:

Steve Tyrell reports for Diana Fortune in her absence.

- Annual giving is going well and we are up in giving compared to previous years. Faculty and staff have one of the highest percentage rates for giving in the state.
- There will be a Community Leaders Breakfast planned for the morning of the April 27th, 2018 prior to the Board meeting.
- Foundation buildings on Colony Court, in Saranac Lake, have been successfully removed.

- Essex County pulled the radio station property from their November auction block. The Foundation will have until spring 2018 to decide if they will pay the taxes for the building and tower sites, as the College cannot own property. The building does not have the capability to be used long term. Jim Brooks is looking into legal questions surrounding any future acquisition of the this site.

Old Business:

- Steve Tyrell explains why NCCC needs a new funding formula model for SUNY community colleges.
 - New and current high cost, high need programs, such as Nursing and Massage Therapy, need funding to support. This new model is flat-rate (maintenance of effort) verses funding by Full Time Enrollment (FTE). At this time, the Governor and Legislature will need to support this proposed formula, so we must advocate now.
 - Advocacy day will now be in the end of January following by the State of the State address. If you look at funding level for this year, and approved by fall of 2018, it would increase funding to community colleges by 12 million.
 - Who determines high need/high cost? Formula based appropriation to be designed so hopefully it is not politicized in the future.
 - There is a risk if we grow in enrollment, as we wouldn't get additional dollars over that flat-rate. Higher Education Price Index (HEPI) would be a great solution if it were to go through.
- Dan Kelleher requests we share some talking points on the proposed funding formula in the coming days so the Board can be educated in the even they have an opportunity to advocate.

New Business:

Since the December 22nd meeting is close to the holiday break, Steve Tyrell requests planned attendance from the Board. At this time Mary Irene Lee, Tim Burpoe, Anne McDonald, Steve Reed, Jerry Griffin, Pete Suttmeier and Dan Kelleher plan to attend.

Public Comment:

Steve Tyrell voiced a request for consideration from Ticonderoga SGA President, Annette Hulbert. Students would like to see more athletic and physical activity opportunities on the campus. They would like to see a fitness center incorporated into the next Campus Master Plan. Additionally, there is also a request for more program offerings on the Ticonderoga campus.

Executive Session

Pete Suttmeier made the motion to enter Executive Session at 12:13 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). Steve Tyrell was invited to join the meeting at 12:13 p.m.

Joe Costa made a motion to adjourn executive session at 1:00 p.m. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Pete Suttmeier made a motion to adjourn the meeting. Anne McDonald seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:01 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Stacie G. Hurwitch". The signature is written in a cursive style with a large initial "S" and "H".

Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

UNAPPROVED



Academic Affairs
North Country Community College
VPAA Report to the Board of Trustees
December 22nd, 2017

Greetings to you all! The Fall 17 semester is now behind us and a busy and productive semester it was. Many thanks to our faculty and staff their work to create the conditions that make North Country a great place to learn and work. Thanks also goes the Board for your increased visibility and engagement with us. As an institution, we are stronger together. Here is an update from our area:

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

- **Relocating Programs:**
 - *AS Business: Sports Management* registration at Malone campus proposal was approved by Curriculum Committee (CC) but changes to the program required by SUNY Seamless Transfer were overlooked by yours truly and CC was not made aware of them. As SUNY requires that new programs align with the transfer paths, we asked CC to revisit the proposal in its entirety when we return.
 - *AAS Nursing* registration in Malone was approved by the CC and the Senate at their last meeting. We will be moving it down to SUNY shortly.
- **New Program Proposals:**
 - *AS Liberal Arts and Sciences – Math / Science – Bio Track* proposal – We have decided to abandon establishing a bio track at this time as it doesn't seem feasible. The Science Department may look into a dietetics track in the future.
 - *Certificate in Entrepreneurship* – The Business Department is waiting on more details on demand for the certificate in our service area. The Newcomb Central School District heard about the proposal and was interested in potentially offering it as part of their College Bridge program. As we learn more, we will share them.
 - *AAS Entrepreneurship Mgmt – Malone:* The Business Department is proposing to add the *AAS Entrepreneurship Mgmt* program to the Malone campus. We will be moving out a program proposal to SUNY in the near future.
 - *AA Liberal Arts – Childhood/Early Childhood Teacher Ed Transfer:* Several faculty members have been working with folks from SUNY, Potsdam and Plattsburgh in drafting a proposal on a teacher ed degree. We'll keep the Board apprised as the proposal evolves.
 - *AAS Human Services – Ticonderoga:* we are proposing to register the program in Ti. A notice of our intentions has been sent to SUNY. Next steps involve completing the proposal and moving it through our governance process.
 - *AA Liberal Arts and Sciences – Hum/ Soc Science – English advising track.* Bruce Rowe, Chair of Humanities, shared that the department has identified the courses for the track and will be moving it forward.
 - *EMT:* Over the past few weeks, Scott Harwood has been leading our efforts with Essex and Franklin Counties regarding meeting their EMT needs. We have also been working internally to see what, if anything, we might be able to do in the way of creating for credit offerings for EMT. In Spring 18, Scott will be teaching an EMT I course in SL and repeating it in Malone during Summer 18 and in Ti in Fall 18. As we learn more, we will share it with the Board.
- **SUNY Potsdam Proposal:** Work on the proposal continues including finalizing the MOU between NCCC and SUNY Potsdam. We sent the Extension Center proposal to SUNY on December 1st for their review and SUNY Potsdam program chairs/faculty met with our chairs and faculty in those programs on the same day. Both institutions felt the meeting was helpful and productive and Potsdam is in process of developing articulation agreements for

the programs. We are also creating the timeline of tasks to be accomplished prior to launch in Fall 17. Many thanks to all who have participated!

- **Assessment of Student Learning:** Completing the alignment of assessment of student learning outcomes with Middle States standards has led to much activity this semester including:
 - Program chairs/directors developing/refining curriculum maps and plans for program learning outcomes assessment.
 - A faculty meeting dedicated to assessment took place on Friday, November 17th.
 - Dedicated days at the beginning and end of the semester were established starting this semester to allow departments time to focus on program learning outcomes assessment.
 - SUNY colleagues will be leading an assessment workshop for us when we return from Winter Break on January 17th, 2018.
 - Sarah Maroun attended the Middle States Annual Conference in Philadelphia during the first week of December.

- ★ **College Bridge:** Our Fall 2017 College Bridge registration is largely wrapped up. Sarah Maroun led our efforts, registering some 1,035 students at 34 different sites across three counties. This is nearly on par with last year.

- **Academic Policies**
 - *Academic Integrity Policy and Classroom Conduct Policy* – no update.

- ★ **Campus Advisory Boards:**

As part of our strategic plan, the development and launching of campus advisory boards took place over the past couple of weeks at the Malone and Ti campuses on:

 - Ticonderoga: Friday, December 8th from 9:00-11:00 am – Selina LeMay-Klippel did a super job hosting the event and facilitating the discussion throughout the meeting.
 - Malone: Friday, December 15th from 9:00-11:00 am. – Bruce Kelly did an equally fine job hosting the event and facilitating the discussion throughout the meeting.

- ★ **Faculty/Staff Searches:**

We have six full-time positions we will be looking to fill this year:

 - *Science Instructor* – team has been composed and search is underway.
 - *Women's Soccer / LAX Coach and Athletic Program Assistant*
 - *College Registrar*
 - *Director of Radiologic Technology*
 - *Associate Dean for Academic Affairs*
 - *P-TECH Coordinator*

- ★ **Grants and Experiments:**

Here is a brief update on our grants:

 - *Second Chance:* Spring 18 registration is underway. We continue to explore ways to fund the program in the event that the program ends and are tracking towards full enrollment in Sp18.
 - *P-TECH Programs* – The programs are fully underway. Our P-TECH Coordinator recently resigned and we will be looking to fill that position by year's end.
 - *Perkins:* The grant is underway with our Career Services Coordinator and retention specialists at Malone and SL.

Respectfully submitted,
Joe

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS Michael Saulpaugh, Criminal Justice Instructor, has been receiving a base salary of \$29,650 in annual wages under provisions set forth by the NYS Retirement System. Michael has approached the College to increase his annual salary to that which he would have received under all contractual agreements, and

WHEREAS (1) Michael's 2017/2018 salary will increase retroactively to \$42,805 with an effective date of January 1, 2018, (2) the retroactive amount will equate to \$9,333 and will be paid in equal bi-weekly payments through August 31, 2018, (3) Michael will receive the 2018/2019 contractual increase per the CBA, and

WHEREAS the Vice President of Academic Affairs concurs with this request, and

WHEREAS the President concurs with this request, and

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves (1) Michael's 2017/2018 salary will increase retroactively to \$42,805 with an effective date of January 1, 2018, (2) the retroactive amount will equate to \$9,333 and will be paid in equal bi-weekly payments through August 31, 2018, (3) Michael will receive the 2018/2019 contractual increase per the CBA.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 09
December 22, 2017

Motion:

Seconded:

Motion approved: (0-0-0)

Memorandum of Understanding


November 28, 2017

This memorandum of understanding is made and entered into this 28 day of November 2017, between North County Community College (the College) and the North Country Community College Association of Professionals (NCCCAP).

Background information: Michael Saulpaugh, Criminal Justice Instructor, has been receiving a base salary of \$29,650 in annual wages under provisions set forth by the NYS Retirement System. Michael has approached the College to increase his annual salary to that which he would have received under all contractual agreements.


The agreement is as follows:

1. Michael's 2017/2018 salary will increase retroactively to \$42,805 with an effective date of January 1, 2018.
2. The retroactive amount will equate to \$9,333 and will be paid in equal bi-weekly payments through August 31, 2018.
3. Michael will receive the 2018/2019 contractual increase per the CBA.
4. It is Michael's sole responsibility to inform the NYS Retirement System when he reaches \$30,000 per calendar year. The College takes no responsibility for any penalties incurred should Michael fail to provide notice.
5. The terms under this MOU set forth are not precedent setting.




Dr. Steven Tyrell
NCCC President

12-5-17
Date



Chad Ladue
NCCCAP President

12/5/17
Date



Michael Saulpaugh
Criminal Justice Instructor

12/4/2017
Date

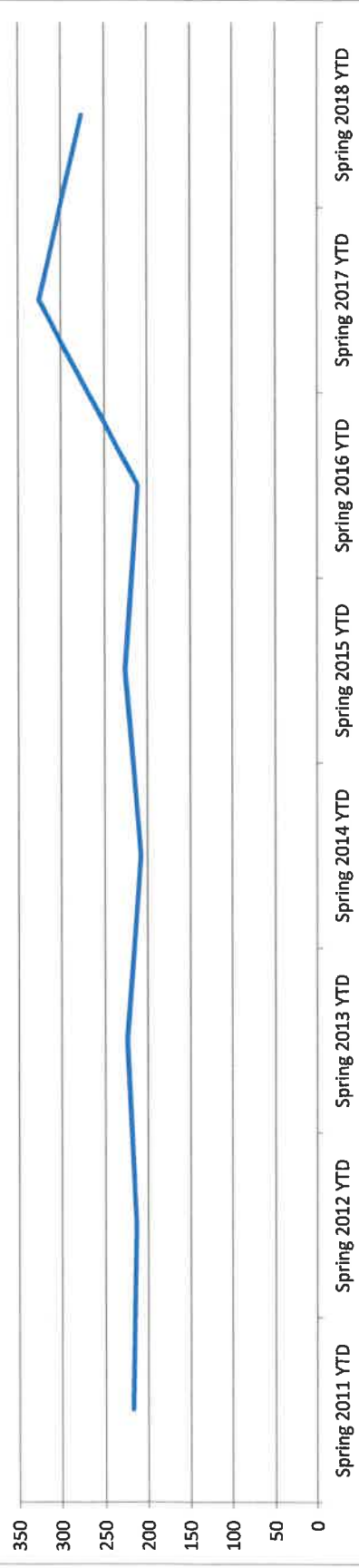
Board of Trustees Report
Office of Admissions
12/12/2017

Current Year: 2017

Data Date: 12/12/2017 *Rough estimate based on available data in CAMS

*as compared with 12/3/2015 prior year	Spring 2011 YTD	Spring 2012 YTD	Spring 2013 YTD	Spring 2014 YTD	Spring 2015 YTD	Spring 2016 YTD	Spring 2017 YTD	Spring 2018 YTD	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2015	Spring 2016	Spring 2017	Spring 2018
Spring Applications (YTD)	218	214	224	208	226	211	326	276	462	399	308	249	258	309	402					
Deposits	37	43	37	57	10	6	3	11	70	47	64	38	39	39	39					
Admits	102	119	122	110	113	87	62	121	175	174	137	132	115	140	214					
Wait List (Nursing, RAD)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Other Application Status	0	0	1	1	0	0	0	0	1	2	3	0	1	0	0					
Received Applications Pending Review	31	2	1	2	34	17	192	19	42	9	8	2	19	9	51					
Incomplete Applications	24	35	49	25	64	98	65	120	138	135	76	64	57	117	83					
Application Withdrawn	16	8	6	10	0	0	3	5	17	20	16	8	23	2	12					
Application Inactive	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0					
Application Rejected	8	7	8	3	5	0	1	0	19	12	4	5	4	0	3					
Registered First Time, Transfer and Readmit	0	0	0	0	0	23	28	72	171	150	156	112	135	81	189					

Spring Applications (YTD)



Application Breakouts YTD:	<u>Spring 2018</u>	<u>Spring 2017</u>	<u>Spring 2016</u>	<u>17-18#/% Difference</u>	<u>16-18#/% Difference</u>
Applications:	276	*326	211	-50/-15.3%	65/30.8%
Deposits:	11	3	6	8/266.7%	5/83.3%
Admits:	121	62	87	59/95.2%	34/39.1%
Incompletes:	120	65	98	55/84.6%	22/22.4%

New Student Registrations:

Saranac Lake:	26	27	-1/-3.7%
Ti:	11	5	6/120.0%
Malone:	35	36	-1/-2.8%
Total:	72	68	4/5.9%

Admissions Activities:

1. NCCC/Potsdam recruitment in NYC 12-15th of Dec.
2. 1st NCCC/Potsdam offering sent to 60 students.
3. Happy Holidays!

Financial Aid Report:

1. Final FISAP report will be re-submitted Dec. 13th. Thank you Lisa S, Scott M, and Scott H.
2. Excelsior Scholarship Fall 17 yielded 72 applications to net 10 students who passed eligibility.
3. Spring 18 Excelsior application closed 12/4.
4. Spring 18 award packaging is in full swing.

PSA:

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

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the Board of Trustees reviewed a draft copy of the Investment Policy – FIN200, at the September 29th, 2017 Board of Trustees meeting; and

WHEREAS the draft Investment Policy-FIN200 has been presented to President’s Council, Long Range Planning & Budget, and the NCCC Senate; and

WHEREAS all committees named above have reviewed and recommended approval to the President; and

WHEREAS the President has reviewed the policy and recommends to the board: approval of the policy.

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approve the Investment Policy – FIN200.

2017-18 | 10

December 22, 2017

Motion:

Seconded:

Motion approved: (0-0-0)

NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

Policy #	FIN - 200
Policy	Investment Policy
Contact	<i>Robert Farmer</i> , Vice President of Administration and CFO, rfarmer@nccc.edu , or, <i>Lisa Symonds</i> , Director of Business Affairs, lsymonds@nccc.edu

Summary

The general investment philosophy of North Country Community College is to adequately safeguard principal and provide sufficient cash to meet operating needs. Additionally, the College seeks to obtain a reasonable rate of return. The NCCC Board of Trustees designates the Vice President of Administration & CFO to be responsible for insuring that the College maintains a process that deposits idle funds in authorized investments (refer to below) until such time that funds be made available to transfer to the College's operating accounts for the payment of College expenditures.

Board Approval Date	Community Review Date	Effective Date	Revised Date
			10.17.17

Purpose

This policy is intended to minimize risk, maximize investment income utilizing approved investment vehicles, and avoid conflicts that might jeopardize the appropriate execution of this policy.

The College's deposit and investment policy shall be as follows:

- To comply with all applicable federal, state and other provisions of law;
- To safeguard the principal of all deposits and investments;
- To provide sufficient liquidity so as to ensure that all monies invested are available to meet expenditures as they come due; and
- To obtain the maximum rate of return

Policy Statement

As provided by General Municipal Law Section 11, the College Board of Trustees authorizes the CFO and Vice President of Administrative Services to invest monies not required for immediate expenditure for terms not to exceed its projected cash flow needs in the following types of investments:

Authorized Investments:

- Special time deposit accounts,
- or certificates of deposit issued by, a bank or trust company located and authorized to do business in the State of New York;
- Savings Accounts
- Money Market Accounts
- Treasury Bills and other obligations of the Federal and State Government

Investments shall be payable or redeemable, at the option of the Vice President of Administration and Chief Financial Officer or other person so designated, within such time as the proceeds shall be needed to meet expenditures for the purpose for which the monies were provided. However, investments shall not mature in excess of one year without prior approval of the College's Board of Trustees.

Legal Review:

All security agreements, custodial agreements, letters of credit, surety bonds and repurchase agreements shall be reviewed by the College General Counsel or other attorney retained for this purpose to determine their compliance with the requirements of Section 10 and 11 of the New York General Municipal Law and this Policy.

References

General Municipal Law section 11
Office of the New York State Comptroller, Division of Local Government and School Accountability, Investing and Protecting Public Funds

President's Report to the Board of Trustees

December 14, 2017

Dr. Steve Tyrell

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

Date:	With:	Location:
November 29 th	YMCA representatives	Saranac Lake, NY
December 4 th	Federal Reserve Bank's Conference on Future Jobs & Employability	Boston, MA
December 5 th	Report to the Essex County Board of Supervisors	Elizabethtown, NY
December 6 th	2018-19 SUNY CC Advocacy Planning	Conference Call
December 7 th	Board of Directors – St. Joe's Addiction & Treatment Centers	Saranac Lake, NY
December 8 th	Ticonderoga Campus Advisory Board	Ticonderoga, NY
December 14 th	Book Signing Reception	Boston, MA
December 15 th	Malone Campus Advisory Board	Malone, NY
December 16 th	World Luge Competition	Lake Placid, NY
December 18 th	Jonathan Becker – Radio Station property	Saranac Lake, NY
December 19 th	UVM Health Careers Pathways	Saranac Lake, NY
December 21 st	2 nd Annual President's Council Holiday Event	Saranac Lake, NY

- 2) **50th Anniversary - Employee Recognition Event** – A small planning group met on Monday, December 11th to map out this new event plan. We will share our proposed event format with members of President's Council thereafter. Right now, we anticipate three separate late Spring events, one on each campus.
- 3) **SUNY Potsdam Initiative** – Joe Keegan submitted the extension site application to SUNY on December 1st. The College planning team met twice since the last Board meeting to review the planning tool we will use for mapping out a timetable for implementation of the various elements of the new initiative in Potsdam. We plan to share the draft timetable with the College community on December 20th and then with the Board of Trustees on December 22nd. The planning team welcomes any feedback from the College community (the team includes Joe Keegan, Chris Tacea, Stacie Hurwitch, Bob Farmer, Chris Knight and Lisa Symonds).
- 4) **Shared Governance Session Follow-Up Work** – The shared governance group met on December 11th to begin mapping out “roles, responsibilities and processes” of each of the stakeholder groups who participate in shared governance. We believe that once this work is completed and combined with our desire to create some general guiding principles regarding our commitments to decision-making, communication and processes; that we will have completed our first pass at our task here. We will also need to assess where we are with shared governance

thereafter. These efforts are both tied to our Strategic Plan and to our Middle States work. A rough draft of a governance document was shared and will be updated over the holiday break. We will then share with the larger College community for additional edits.

- 5) **Strategic Plan Implementation** – A group met two weeks ago to begin mapping out various sub-sets of tasks required to completing each action item in the strategic plan. We are using the same project management software used to build the SUNY Potsdam implementation timeline. We will have a draft implementation plan for the College community to review and provide feedback upon their immediate return from the holiday break in January. In line with Middle States' request, we will also track all budget allocations and decision-making actions that occur with each action item in the strategic plan with this tracking software. As we move forward, please know that Stacie Hurwitch is the lead person tracking our progress on each strategic initiative on the 2017-2020 plan.
- 6) **First Meetings Scheduled for Campus-based Advisory Boards** - The Ticonderoga Advisory Board met on December 8th and the Malone Advisory Board met on December 15th. The conversations were very beneficial for all parties attending. Summaries of the discussions points are being assembled and will be shared soon.
- 7) **Exploration of Acquisition of Radio Station Property** – Jim Brooks, the College attorney continues to delve into the legal questions we have raised regarding property acquisition and risk management. He is making excellent progress and we hope to have his recommendations in the near future.
- 8) **YMCA Visit to Saranac Lake** – Recently, we had a visit from the YMCA director and staff (out of Plattsburgh and Malone) to explore if some variation of a YMCA program for youth and older adults would be viable in Saranac Lake. And of course, our pool would be an attractive element for a “teach swimming” program for individuals of all ages. This conversation is all very preliminary at the moment. Another meeting is being set up with us, the YMCA staff and representatives from the Saranac Lake School District. We will keep you posted!
- 9) **Saranac Lake Master Plan Update** – as noted earlier, Bob Farmer has assembled a group to begin reviewing our 2010 Master Facilities Plan to ascertain where updates are needed. Their first meeting was held on December 7th, 2017 and will gather again in January. Thereafter, Bob will put together a group to develop master plans for Malone and Ticonderoga.

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the President recommends the appointment of Robert Farmer, to the full-time, management confidential, twelve month, 261-day, exempt appointment as Vice President of Administration / Chief Operating Officer effective 12/25/2017, and at an annual salary of \$129,329.

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the appointment of Robert Farmer, to the full-time, management confidential, twelve month, 261-day, exempt appointment as Vice President of Administration / Chief Operating Officer effective 12/25/2017, and at an annual salary of \$129,329.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 11

December 22, 2017

Motion:

Seconded:

Motion approved: (0-0-0)

NORTH COUNTRY COMMUNITY COLLEGE

The State University of New York

SARANAC LAKE . MALONE . TICONDEROGA

December 18, 2017

Mr. Robert Farmer
31 Cherry Tree Lane
Saranac Lake, NY 12983

Dear Mr. Farmer:

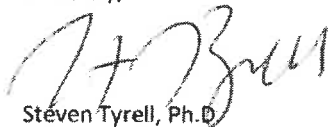
Pending approval by the North Country Community College Board of Trustees at their December 2017 meeting, I am pleased to offer you a full-time, twelve-month, management confidential appointment as Vice President of Administration / Chief Financial Officer effective December 25, 2017.

Your annual salary will be \$129,329. You are eligible for benefits afforded to management confidential employees. Dr. Steve Tyrell, President, will be your direct supervisor.

If you have any questions regarding this appointment or related questions regarding benefits, please contact your supervisor or the HR/Payroll department.

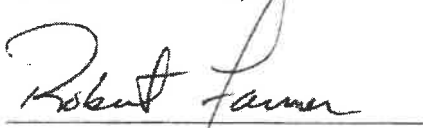
To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than December 22, 2017.

Sincerely,



Steven Tyrell, Ph.D.
President

cc: Personnel File / Payroll



Employee Signature

12/18/17

Date

Chief Financial Officer

Highly accomplished, results driven financial management executive with more than 25 years of progressive experience in finance and operations management with non-profit educational and healthcare institutions. Demonstrated ability to streamline business operations through increased efficiency resulting in increased profits. Strong qualifications in developing and implementing financial controls and productivity improvements. Possesses solid leadership, communication and interpersonal skills to build working relationships with all levels of staff and management.

Professional Experience

Vice President for Administration and CFO

North Country Community College

2016 – Present

Responsible for managing all business operations as well as human resources and facilities. Presents reports to president's council, senate and board of trustees.

Selected Achievements:

- Managed the analysis of unspent capital funds and organized the accounting of such funds. During this process the school discovered it had about 1.5 million dollars in unspent capital funds. These funds were used to upgrade a long list of needs at the school.
- Re-financed the bonds for the Association and Foundation saving them thousands of dollars per year.
- Simplified the college budget process by eliminating unnecessary steps and improving communication of budget process

Chief Financial Officer

Northwood School, Lake Placid, NY

2007 - 2016

Perform all accounting functions, manage all business operations, prepare all financial analysis, reports and budgets and present reports to management and board of trustees.

Selected Achievements:

- Revamped the entire budgeting and financial reporting process for improved decision making
- Established capital reserve and contingency accounts in the operating budget to allow for improved planning of capital purchases
- Outsourced payroll and student textbook purchasing to increase controls and efficiency
- Increased business office staffing to increase efficiency and improve controls through better segregation of duties

Robert P. Farmer, CPA

Chief Financial Officer

St. Joseph's Rehabilitation Center, Saranac Lake NY

2000 – 2007

Managed all aspects of the business office to include financial reporting, risk management, budgeting, forecasting and cash management. Directed the operations of the food service and maintenance functions.

Selected Achievements:

- Built a constructive relationship between the admissions and finance departments resulting in improved collections of client fees.
- Played an integral role in the creation of SJRC's foundation and obtained the foundation's initial private donation of \$20,000.
- Implemented changes with vendors that saved the organization in excess of \$20,000 annually.
- Negotiated new contracts with insurance companies that resulted in increased operating revenues.

Director of Audit Services / Internal Auditor (1999 – 2000)

American Management Association-Saranac Lake, NY

1989 – 2000

Directed the activities of AMA's Internal Audit Function. Responsibilities included operational audits of AMA processes and procedures. Audit objectives were to improve efficiency, determine the effectiveness and adequacy of internal controls and ensure compliance with laws and regulations.

Senior Accountant

Raymond F. Wager, CPA, P.C. – Rochester, NY

1986 – 1989

Performed annual audits of school districts, counties, towns, hospitals and private corporations.

Education / Training

Bachelor of Science, Accounting, State University of New York at Plattsburgh – May 1986

Certified Public Accountant, New York State